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SAFETY AND WELFARE IN SWEDEN 25

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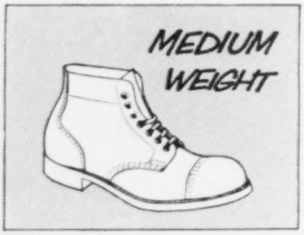
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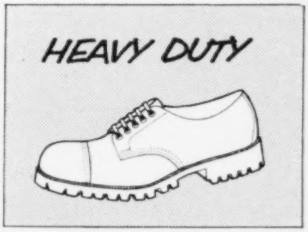

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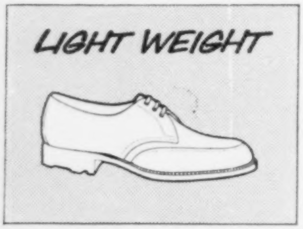
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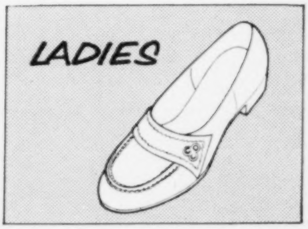

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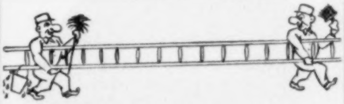

NOVEMBER

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Personnel Management and Methods

NOVEMBER, 1959

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Vol. 26. No. 233. Printed for the Proprietors, Shaw Publishing Co. Ltd., *registered office: 180 Fleet Street, London, E.C.4, England (Waterloo 3388),* **by Samuel Temple & Co. Ltd., Vencourt Place, King Street, London, W.6.**

Advertisements, editorial and sales offices: Mercury House, 109-119 Waterloo Road, London, S.E.1 (Waterloo 3388). Subscription 30s. per year, post free.

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MANAGEMENT DIARY FOR DECEMBER

BRITISH INSTITUTE OF MANAGEMENT

Courses, Conferences and Seminars in London

1 Communications seminar: two aspects are to be covered: the individual's ability to express himself, and the manner and method of presenting information within the company

3 Management development: some basic considerations in planning and implementing a company programme in organizations of all sizes

7 Design for production: a seminar for drawing office managers and production executives

8 How to work with an advertising agency: seminar explaining how manufacturers can obtain more services from agencies

10 Communication seminar covering two aspects of self-expression and the method of presenting information within the company.

BURTON MANOR (Wirral, Cheshire)

13-18 The nature of management: a development course for junior managers.

COLLEGE OF PRODUCTION TECHNOLOGY (Ashford, Kent)

Residential Courses

7-11 Development of reading skills

14-18 Increasing the speed and accuracy of typists

14-18 Foremanship.

External Courses

1-2 **Sheffield.** Human relations

8-9 **Manchester.** Budgetary control and cost accounting

15-16 **Glasgow.** Budgetary control and cost accounting.

INDUSTRIAL WELFARE SOCIETY

Non-residential courses at Robert Hyde House

2-4 Welfare services: the extent of management responsibility, and a consideration of current practices and trends, including the impact of shift work on family life

9-11 IWS workshop: the organization and use of exhibitions of all kinds

14-18 Wage administration and incentives: an opportunity to examine current practice.

Meetings outside London

2 **Glasgow.** An examination of recent trends in the training of apprentices, operatives and supervisors

9 **Birmingham.** Government pension proposals: the effect of the National Insurance Act, 1959, on existing industrial pension schemes.

INSTITUTE OF INDUSTRIAL SUPERVISORS

Weekend Courses

4-6 **Droitwich.** Work study for supervisory management: an introduction to the techniques of time and motion study and job evaluation

4-6 **Bournemouth.** Industrial relations and industrial law: summary of the formal procedures governing relationships between workers' representatives, trade unions, employers and the State

4-6 **Buxton.** The practice of supervisory management: an exchange of experience and ideas about the job of being responsible for other people's work

11-13 **Stratford.** Human relations: special consideration of problems in human relationships which every foreman must be able to solve

11-13 **Bridge of Allan.** Work study for supervisory management.

INSTITUTE OF PERSONNEL MANAGEMENT

7-9 Company salary structure and policy: intended for senior personnel officers and other top executives from companies, public corporations and the public services. Prepared talks and exchange of views on matters relating to the remuneration of executives, professional, technical and office employees, with particular reference to differentials, methods of job grading and merit assessment.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY

7-18 Intelligence testing: the theory underlying intelligence testing and test construction; the use of test results and their interpretation in the light of evidence about the candidates from other sources: and instruction in the giving and marking of four intelligence tests—two for use with applicants for shop floor or routine clerical work and two suitable for candidates for more senior office or junior management positions.

OTMA MANAGEMENT TRAINING CONSULTANTS

London Meetings

7-8 Letter writing for sales correspondents and secretaries

7-11 Training techniques for training officers

9-11 Technical report writing

10-11 Successful speaking

14-18 Training organization and administration

17-18 Successful speaking.

Courses Outside London

2-4 **Newcastle.** Letter and report writing.

OVERSEAS

3-12 **Brussels.** The Sixth World Congress—International Confederation of Free Trade Unions (ICFTU, 24 rue de Lombard, Brussels).

SUNDRIDGE PARK MANAGEMENT CENTRE (Bromley, Kent)

6-11 Sales management: planning and control of a complete marketing operation

13-18 Management strategy: based on participation in a business management game. This new method of training simulates decisions about the disposition of limited resources and effort in a competitive marketing and production situation.

UNIVERSITY OF BIRMINGHAM (Institute for Engineering Production)

7-8 Operational Research.

URCHFONT MANOR (Devizes, Wilts)

7-17 The human factor in industry: courses for foremen and factory supervisors covering human relations affecting their job. Subjects: working groups, function of trade unions, finance, production, economic background, and the relationship between supervision and the personnel departments.

November Stop Press

BRITISH INSTITUTE OF MANAGEMENT

3 **London.** Communication seminar

17-19 **Harrogate.** National Conference

23 **Birmingham.** Office efficiency seminar for small companies.

BURTON MANOR (Wirral, Cheshire)

15-20 Electrical safety for foremen

16-27 The nature of management: a development course for junior managers

30-Dec. 11. Supervisory management: for established foremen and supervisors only.

INSTITUTE OF PERSONNEL MANAGEMENT

3 **North London Branch.** Viewpoints of Industry: Miss Anne Mitchell, Mr. W. J. Carron and Mr. Wilfrid Brown invite 'Any Questions'.

18 **London Branch.** Ideals of the Trade Union Movement Today: a lunch-time talk by Mr. H. R. Nicholas, assistant general secretary of the Transport & General Workers Union.

McMURRY CLINIC (109-119 Waterloo Road, London, S.E.1)

26-27 **London.** Building a better management team: discussion of advanced techniques and new philosophies which are being adopted by many companies.

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PERSONNEL APPOINTMENTS

APC

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Candidates should preferably have had administrative experience in industry and be capable of working on own initiative.

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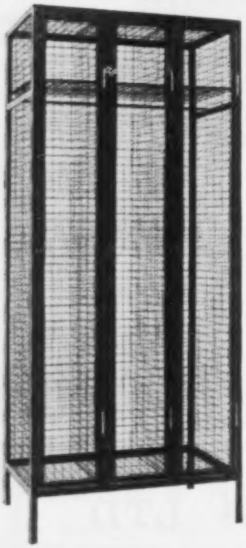
Applications by letter marked confidential should state age, experience, qualifications and present salary and be addressed to Works Manager,

HALEX
Higham Park, London, E.4.



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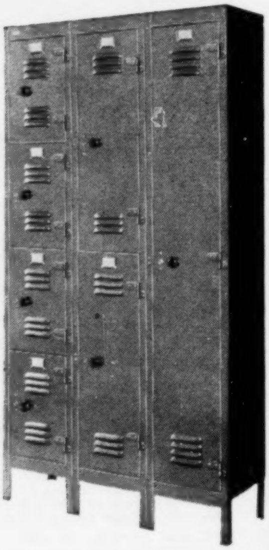

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NEWS
NAMES
NOTES

THE FIRST DUTY of any executive is to train his own successor. This opinion was voiced at the Australian Personnel Management annual conference by Mr. F. C. Bennett, a director of Monsanto Chemicals (Aust.) Ltd. He developed his theme by suggesting that, on appointment, an executive should immediately look round for his successor so that he can give him a thorough training for the job. He should also have a deputy-deputy in training, maintains Mr. Bennett.

ON WHAT BASIS should lines of promotion be established? This is one of the many questions which Dr. Robert McMurry will help to answer at a two-day clinic to be held at the Hotel Rubens in London from November 26-27. Dr. McMurry's methods are based on fundamental psychological techniques which he has applied in the United States. Applications to attend the clinic should be addressed to Business Publications Ltd., 109-119 Waterloo Rd., London, S.E.1.

THE ACUTE LACK OF TRAINING SCHEMES in industry was highlighted recently by Sir Thomas Williamson in a speech at Wilton. He alleged that "Not one in four of those who apply for apprenticeships has the opportunity of being trained as a skilled worker, and by 1962 it will be only one boy in five". Therefore, he feared that we would soon be surpassed by other countries—especially Germany—in productivity and workmanship.

MR. F. V. THOMPSON, formerly Secretary of British Insulated Callender's Cables Ltd., has been appointed Director of Personnel for the Company.

TWO NEW GROUPS within the North London Branch of the Institute of Personnel Management are to be formed: one for Watford and Hemel Hempstead, and another at Tottenham and Edmonton. Last year's Branch Chairman—Mr. E. Harrold of Boosey & Hawkes—is to lead the Watford and Hemel Hempstead group. Arrangements for the Tottenham scheme are being made by Mrs. D. O. Holliday, personnel officer of Holloway Engineering Works Ltd.

THE FIRST VICE-PRESIDENTS to hold office in the British Association of Industrial Editors are Air Chief

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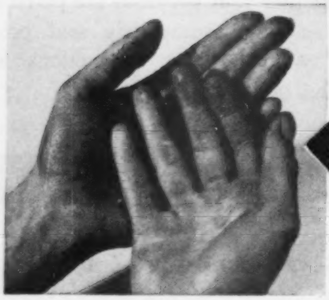

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NEWS
NAMES
NOTES

Marshal Sir John Whitworth Jones (special director of International Computers and Tabulators Ltd.), and Mr. A. C. Durie (General Manager [Administration] of Shell-Mex and B.P. Ltd.).

MR. T. HEALY has been appointed Personnel Officer with Waterford Glass Ltd., in Southern Ireland. He has been a member of the sales staff for the past eight years and takes the place of Mr. W. Dolphin.

JOHN S. CHALMERS, who has been on the administrative staff of the Scottish Co-operative Wholesale Society Ltd. for the past 16 years, is now Personnel, Labour and Welfare Officer. This is a new post, designed to improve personal relationships throughout the Society's departments.

MR. PETER J. C. PERRY (right) has joined the staff of the British Association for Commercial and Industrial Education as its first permanent director. He takes over from Mr. J. Crosbie who was seconded from I.C.I. Ltd. in 1957. Mr. Perry has been responsible for editing the educational and research publications of the Federa- of British Industries, and has recently completed a new handbook on the government of technical colleges.

MR. K. A. HEATH (right) has been appointed personnel manager at the Derby Works of Aiton & Co. Ltd. Since 1946, he has been welfare and also personnel officer with the firm.

A PANEL OF EXPERTS, under the chairmanship of Professor B. W. Windeyer, Professor of Radiology (Therapeutic) at London University, has been set up to consider safety and health questions arising from the use of ionising radiation. Other members of the panel will represent the Universities, both sides of industry, Government departments and the nationalized industries.

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NEWS
NAMES
NOTES

(Mobot Mark I) has been designed to take man's place in dangerous working areas. Looking rather like a small tractor, Mobot I is said to be capable of performing intricate tasks with its metal fingers. At the moment, it is confined to research work in atomic laboratories.

PRINCIPAL SPEAKERS at the 1959 National Conference of the British Institute of Management will be Mr. John Hay Whitney, United States Ambassador, and Lord Shawcross. Place: Harrogate. Dates: November 17-19.

THREE RESEARCH PROJECTS being carried out by the National Institute of Industrial Psychology consist of an enquiry into workers' attitudes to the opportunities and rewards offered by their jobs, which may have a bearing on personnel policies; an investigation into the relationship between satisfaction and efficiency at work; and a study of industrial management structure and efficiency.

SCOTTISH INDUSTRIALISTS are to be given the opportunity of having ciné equipment and industrial films demonstrated to them in their own country. The Scottish Industrial Film and Equipment Exhibition will be held on November 26-27 at the Institution of Engineers and Shipbuilders, 39 Elmbank Crescent, Glasgow, C.2. Among the films to be shown are "Human Factor", a 15-minute accident-prevention film; "First Impressions", a 10-minute study of staff recruitment; and "Ideas and Film", a review of the industrial applications of 16mm. film.

BENEFITS FOR DEPENDANTS are dealt with in a pamphlet issued recently by the Ministry of Pensions and National Insurance. Although the notes do not set out the law, they will serve as a useful outline for employers and others who are called upon to give guidance. The pamphlet (Benefits No. 6) can be obtained on request from the Chief Information Officer, MPNI, 10 John Adam St., London, W.C.2.

A NEW FILMSTRIP published by Educational Productions Ltd., East Ardsley, Wakefield, Yorkshire, is designed to introduce correspondence filing to those who have no practical experience. It also brings out the finer points of filing procedures that are often overlooked by skilled personnel. Part I of the series deals with equipment and procedures for efficient filing. Part II (appearing soon), will concentrate on how to extract material once it has been filed.

This Month's Cover

Skycrapers at the steeltown of Hagfors, Sweden (see page 25), are replacing the traditional red-and-white timber houses. A second Swedish feature, dealing principally with the notable personnel work at the Marabou chocolate firm and in the Uddeholm timber and steel 'commonwealth,' will appear in the December issue.

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FOLD AND TUCK IN

Dear Reader,

Every month brings a bigger postbag of your enquiries for further information on the items featured in our Equipment Market Survey (Page 47 in this issue).

This growing volume of enquiries now shows clearly that personnel managers are assuming more and more responsibility to specify or order a very wide range of equipment.

We want to ensure that our Equipment Market Survey reviews all the goods and services of interest to you, and particularly those which concern you most. Would you please help us to serve you by simply ticking the appropriate squares on the back of this form. All replies will be treated in the strictest confidence.

Thank you very much.

Yours sincerely,

Editor

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EQUIPMENT MARKET SURVEY

Personnel Management and Methods

PLEASE TICK THE APPROPRIATE SQUARES

Please tick each item which is of concern to you in your work. Place your tick to indicate whether you (a) specify the goods to your buyer, (b) actually sign the order form, (c) are consulted before purchase :—

specify	*I order*	*I am consulted about*	
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☐	☐	☐	**soft furnishings**
☐	☐	☐	**decorating materials**
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☐	☐	☐	**medical equipment and supplies**
☐	☐	☐	**other health equipment and supplies**
☐	☐	☐	**recreation furniture and equipment**
☐	☐	☐	**sports equipment**
☐	☐	☐	**entertainment equipment**
☐	☐	☐	**canteen equipment**
☐	☐	☐	**canteen provisions**
☐	☐	☐	**safety clothing and equipment**
☐	☐	☐	**aids to efficiency**
☐	☐	☐	**educational books and equipment**
☐	☐	☐	**cleaning and maintenance equipment**
☐	☐	☐	**training courses**
☐	☐	☐	**group holiday and one-day tours**
☐	☐	☐	**group entertainment**
☐	☐	☐	**other goods or services (please state)**
☐	☐	☐	....
☐	☐	☐	....

Having placed your ticks against the above list, please review it and place in the right-hand margin a 1, 2 and 3 against the items which you estimate involve the greatest amount of expenditure per annum.

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Size of Firm ☐ **under 200 employees** ☐ **200-1,000 employees** ☐ **over 1,000 employees**

Your position in firm ....

The following information would be useful to us but is not essential:

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Name of Firm ....

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THANK YOU FOR YOUR CO-OPERATION

PERSONNEL MANAGEMENT IN PRACTICE

WORKS employees of **The Cleveland Bridge & Engineering Co. Ltd.** at **Darlington** have been invited to join a pension scheme inaugurated by that Company on October 1 of this year: this scheme has a noteworthy section which accords favourable treatment to employees over 64 years of age. (It should be mentioned that staff employees with this Darlington firm have had the benefit of a pension plan since July, 1945).

"Over-age" employees who would not be eligible for this retirement plan introduced last month also have the chance to gain if Cleveland Bridge's retirement plan meets with a satisfactory response. All full-time works employees who have already celebrated their 64th birthday and have completed at least one year's service with the Company may apply to join the Plan.

The details of the financial awards are not impressive in themselves but, as a supplementary scheme for a section of the working community who might have become a neglected minority, the provisions represent a generous gesture. Persons joining the scheme will not be required to contribute towards the pension which is payable for as long as the "pensioner" lives. The amount of the pension will vary individually: it will be sixpence weekly for each complete year of service with the Company, payable in advance and beginning on the first pay-day after retirement.

★

FIVE Midland firms are sponsoring a truly enterprising experiment in education, designed to make their employees more useful members of the industrial communities they belong to—whatever their rank may be. Selected employees will be allowed one day off each week to attend a 30-week course in non-vocational subjects. The course is being organized by the W.E.A. and the extra-mural department of Nottingham University.

The firms are **Boots Pure Drug Co.**, Nottingham; **Ericsson Telephones Ltd.**, Beeston; **Brush Electrics,** Loughborough; **John Player & Sons,** Nottingham; **Stanton Iron Works Co.,** Derbyshire. The "employed students" will be studying economics, industrial relations, politics and the practical applications of speech, writing and study.

It is clear that these firms are hoping that they might benefit when these employees — better informed, more mature, and possessing greater judgment — will become managers or influential trade unionists. More than 120 persons applied to take part in this project but only twenty (between the ages of 20 and 60) could be accepted.

★

WHEN it was decided to introduce a contributory pension scheme for Britain's 74,000 registered dock workers in the New Year, **Mr. T. O'Leary,** who is **national dock secretary** of the Transport and General Workers' Union, remarked: "For the first time, we shall be giving these people a status to which we on our side have felt they were entitled for generations". In this case, pensions are clearly valued as much more than a fringe benefit by the dock workers.

"Our whole idea in introducing a pension scheme is to take a step forward to reshape the much-troubled dock industry", said **Mr. J. M. M. Crichton,** chairman of the **National Association of Port Employers.** In fact, it is hoped that this welfare arrangement might be a potent panacea. At the same time, there will be a training scheme established for new entrants to the industry, in which the unions will be joint participants, beginning with pilot schemes, probably in London and Liverpool.

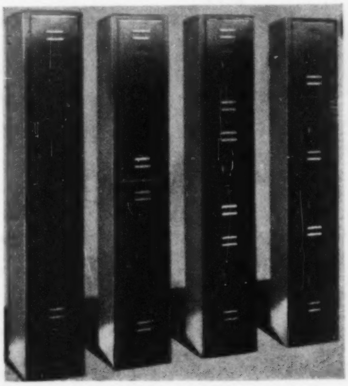
The scheme envisages an immediate retirement age of 70—with "a little elasticity to suit the old men"—gradually being decreased to 65. The employers have told the unions that they undertake to bear on their shoulders the entire burden of the deficiency payment which will be necessary to meet the position of the older men retiring. It is estimated that the employers' liability will be at least twice the half-crown the men will probably be asked to pay. A significant fact in this scheme is that sixty-eight per cent of the men eligible are over 40 years of age.

★

THE death of **Walter H. Johnson,** formerly personnel manager at **Joseph Watson & Sons Ltd.,** of Leeds, caused an unusual tribute which is directly connected with the effects of the life work of this popular man, who was only 56 years of age.

On the day of the funeral, the chairman of the firm, **Mr. Penny,** broadcast to all the factory and the offices:

"In a few minutes, I and a few of my colleagues will be going to Lawnswood to pay our last respects to our old personnel manager, Walter John-



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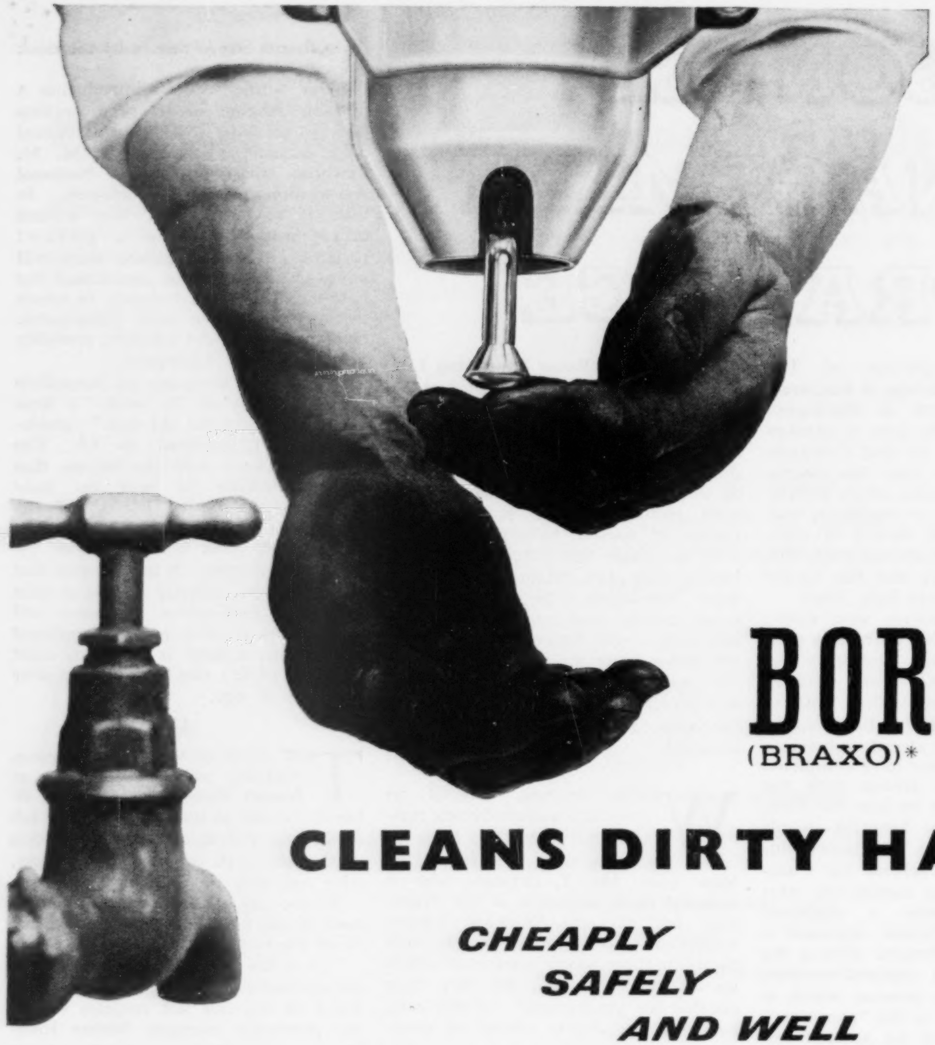

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PERSONNEL MANAGEMENT IN PRACTICE

son. I know that very many of you would also have liked to be present but the church there is only a very small one. So instead let us all revere his memory by a two-minute silence at half-past ten when the service at Lawnswood begins.

"Just sit quietly at your work tables and think on these things:

"How he worked for the well-being of everybody in this business—helped us in time of trouble—his kindness to all newcomers—his work for our old-age pensioners—and in all the hundred and one other things that he did to make this factory a happy and safe place to work in. We all mourn his passing but remember him with affection".

★

ON completing his second year as an apprentice draughtsman at the AEI turbine factory in his home town of Larne, Northern Ireland, eighteen-year-old **J. B. Semple** has been chosen "Apprentice of the Year" by the British Junior Chambers of Commerce. As well as being a fine personal achievement, this shows the quality of the experience and traditions of two of the foremost apprentice training schools in the country—those of the **British Thomson-Houston Company** at Rugby and the **Metropolitan-Vickers Electric Company** at Trafford Park, Manchester.

Four years ago, this AEI factory did not exist. Valued at £10 million, this works now provides apprentice-training for more than 220 local youths. In fact, the Larne scheme is one of the most recent to be started within the AEI Group. Encouraged by the firm, James Semple has already obtained the Ordinary Certificate and is at present studying for the Higher National Certificate.

Entering its fourth year, the Junior Chambers of Commerce award enables the successful apprentice to spend between nine and ten months in Australia. Young Mr. Semple will carry out normal apprentice-training for normal rates at three or four places of employment. This scheme provides opportunities for non-graduate apprentices to travel abroad to gain insight into industrial life in another country.

Lord Chandos, chairman of AEI and of the Northern Ireland Development Council, congratulates apprentice James Semple

ANY time between 7.30 on Monday morning and 4.30 on Friday afternoon, the safety officer at the **Metal Box Company's Hudson Scott branch, Carlisle,** is entitled to call on one of the 1,000-odd employees (including office staff), to accompany him on a "good-

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PERSONNEL MANAGEMENT IN PRACTICE

housekeeping" tour through every department. The inspection team has access to every part of the factory—even the general manager's office. Notice-boards too are subjected to this double scrutiny to see that they are not bearing out-of-date notices.

A similar good-housekeeping system (which allows for token awards of £2 to £4 to careful departments), is in operation at the **Botcherly factory** of this Company—the safety officer being responsible for the schemes at both places. At Botcherly, where about 400 men and women are employed on very fast production lines, turning out several million open-topped cans a week, breakdowns are costly. Good-housekeeping in such places helps greatly to lower maintenance costs and facilitate production.

Although there was resistance in the early days (memories of inspections in the armed forces), habits of safety and orderliness are now second nature to these workers. The weekly tour of inspection has made the scheme not only acceptable but popular.

This factory has its own safety committee of four men and four women, including the safety officer, the resident nurse and the women's personnel officer. They are a part of the system of joint consultation which was started about 40 years ago. While the inspections are made by the safety officer and one — occasionally two — employees from any department, his choice is usually outside the membership of the safety committee. This encourages every employee to take an active part in safety and in tidiness, and has the extra advantage of bringing fresh critical faculties to bear on all departments.

Innumerable improvements have resulted: safety spats worn by women in one department were suggested for women in another section; different handrails on a fire escape have made it more suitable for its purpose; tools were placed in a special store to make them more accessible; non-smoking *areas* replaced the non-smoking *rule*, thus keeping the dodgers out of the lavatories; paper stuck over windows to keep out dazzle gave way to gay curtains which raised the morale of the women workers; and windows were altered to prevent draughts and to give better lighting. These seem small improvements but they profoundly affect people and production.

*

THE transition from classroom to office or factory can be difficult for some young people. In an attempt to obviate many of the problems of this critical time, the Birmingham Association of Girls and Mixed Clubs has arranged a series of courses for girls who have recently been recruited into industry. Employees from three Midland firms—**Accles and Pollock, Boxfoldia,** and **Joseph Lucas**—attended a course last month at Windmill House, near Alvechurch.

Twenty-eight girls aged between fifteen and sixteen took part and although some of them had been at work for a year, the majority started last August. The atmosphere was quite informal and the activities included dancing sessions (to put them at their ease), and talks designed to help them with problems they are likely to encounter in their work and leisure.

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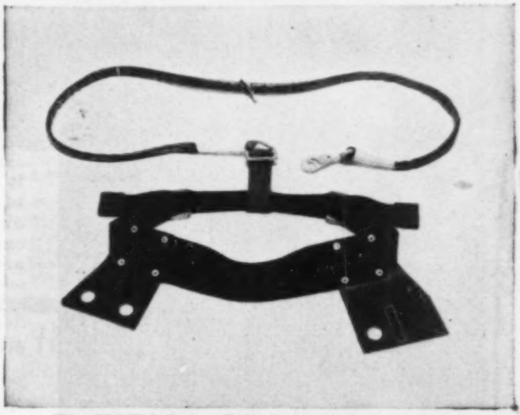

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The Poliomyelitis virus is found in large numbers in the intestinal tracts of people suffering from the disease. But "*a large proportion of the virus hosts are symptomless carriers*".*

These carriers are often quite unaware of the presence of the virus and unaffected by the disease themselves; but they can unwittingly infect others who may then develop the disease. Flies and bluebottles are, of course, also distributors of Polio virus and dangerous germs in general.

You can help considerably by insisting on high standards of hygiene in your Offices and Factories. The washing of hands before meals and after going to the toilet is *most important*. And constant war should be waged on flies. As shown by the World Health Organisation's Technical Report, oxidising agents are the most effective chemical disinfectants against the Polio virus. *Domestos is an extremely powerful oxidising agent*.

It is therefore a sensible precaution to use Domestos for cleaning and disinfecting all surfaces in kitchens, canteens—wherever food is handled and prepared; in dustbins and waste containers; and in all lavatories and urinals.

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* "Topical Aspects of Poliomyelitis"
"Journal of the Royal Society of Health" Dec. 1956

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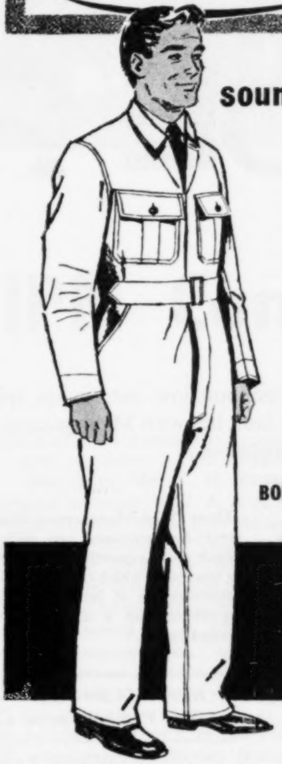

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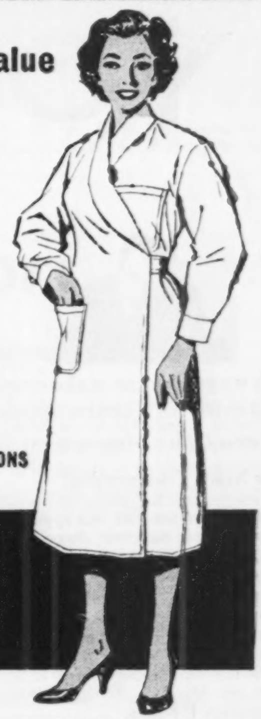

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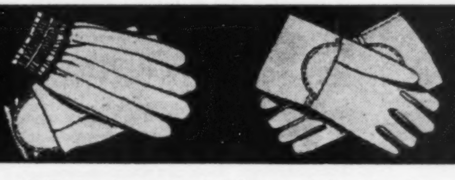

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IS YOUR STAFF ON YOUR SIDE?

Unrest, absenteeism, disruption of work and resultant low output—in spite of high wages—often make employers think staff 'couldn't care less'. Often the fault lies with Management—the need exists for a clearer appreciation, at all levels, of staff and management problems.

Six new Office Management films from the G.B. Film Library get down to it:—

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A Manager asks for special co-operation and overtime from his staff. His apparent lack of understanding backfires some days later. The question: "What is co-operation?"
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The Office Manager is caught between an upset staff and a critical boss when he arranges the transfer of a key worker. The question: "What is a man supposed to do?"
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When a younger employee is promoted over him, the older employee resigns despite a talk with the Personnel Manager. The question: "What went wrong?".
Cat. No. IF.7199. B/W 9 mins.

The Follow-through
A Manager fails to explain adequately the operation of a new office machine, and returns to find trouble! The question: "How did he get in a spot like this?"
Cat. No. IF.7201. B/W 8 mins.

The Grapevine
An erroneous report that two office workers are going to be replaced by new computing machines disrupts the entire organisation. The question: "How can you stop rumours?"
Cat. No. IF.7204. B/W 8 mins.

The Bright Young Newcomer
By failing to direct the initiative of a new staff member, the Manager receives an ultimatum from his senior clerk. The question: "Why were the new ideas resisted?"
Cat. No. IF.7202. B/W 7 mins.

These Office Management films show everyday problems and difficulties. Each poses a question in order to start a discussion which can lead to a better appreciation of human relationship problems and a smoother running organisation.

Hire fee £1 per day for each film. Purchase price £20.

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PM/11/59

Mr. R. L. Webster, retiring IPM president addresses the first session at the Harrogate meeting

IPM Conference Report

by W. L. Edwards

THE personnel manager is a necessary specialist. This opening remark of Mr. C. H. Broadhead, general manager of W. A. & A. C. Churchman Co. Ltd., at the first plenary session of the Harrogate conference pleased all the delegates—especially those who might have suspected that his address, " Personnel Management—the real job ", would be an admixture of mutual congratulation and the perennial politeness common at such gatherings. Far from it !

With his deserved reputation as a force to be reckoned with in the field of staff management, Charles Broadhead roused the assembly to a pitch only approached at times by the conference speakers who followed him. Harrogate regards itself as a town whose economy depends critically on conferences of trade associations, composed by and large of " those who work and those who let 'em ". A third well-defined class was added as Mr. Broadhead outlined the rôle of the personnel manager in the immediate future.

Mr. Broadhead began by commenting on well-known and vexed issues of personnel management. Sometimes, bad timing in the introduction of a personnel department which is itself often developed too rapidly. Then, in some firms, personnel management is virtually a welfare movement: in others, it is associated with the business of obtaining the right people and organizing proper training facilities for them, and recently we have witnessed that these selection and training skills have been widely exercised to the benefit of line management.

For some years, there has been a famous dichotomy between staff management (which is an operation related to individuals), and labour management (which is the management of groups). Now that individual satisfaction is of primary importance for all grades, every man should be taught to be his own supervisor. Mr. Broadhead believes this can be done by first-class selection (which does not always mean the selection of first-class people) and by job analysis. Although it is a flagging power these days, joint consultation at all levels could help and therefore should be maintained.

We must always remember, he added, that dissatisfaction usually comes from the emotions rather than the reason, and that this should be borne in mind as efforts are being made to conserve on all sides. The conserving of people, for example, as chiropody is occasionally of more use to women workers than work study is to their employer. A striking point made in this connection was that " the efficiency of welfare people should be considered just like the efficiency of production people, and fringe benefits should not be costed as overheads ". The speaker made a further recommendation by urging everyone to recall that, in this work, change is the only constant factor in the activities that compel our continuous self-examination.

Mr. Broadhead's picture of the personnel manager of today and tomorrow was a work of inspiration but still eminently plausible. He said that the personnel manager is probably more the prisoner of the tradition of his own firm and the locality than any other specialist; but although he is affected by numerous influences, he does not need to control activities that impinge on people — only to integrate them. Managers must be businessmen to remain as part of management—everything they do must be effective—and the personnel manager is no exception in his business of human relations.

This year's Conference innovation was an exhibition of equipment and services to interest personnel managers

The personnel manager must look for solutions to problems that his Company will be glad to recognize. He is an agent, acting for his firm—and he must possess a developed ethical sense. His aim is to find a policy that will be implemented by others—a policy that must be the best although it may not seem so at the time. He must arrange meetings to plan practices—from which the policy will grow. But since management, under any system of ownership is only part of the division of labour and the personnel manager must think of all levels, he can only hope to be of use if he sees the whole picture of the firm and also is capable of interpreting it for individuals.

As a final exhortation, Mr. Broadhead felt that the personnel manager should train himself to be objective, to see his system as it functions and as it is judged at the bar of public opinion. He reminded his audience that Urwick opened up wonderful possibilities with his concept of "the growth of the individual as an incentive"; that the personnel manager has to persuade others to carry out his ideas and try to shape things at the same time; that those who desire change must go and meet it; and that it is possible to secure the best criticism which is positive in aim as it comes from people whose judgments can be respected. To be effective, Mr. Broadhead concluded, the specialist must have meaning for others.

The analysts

Two of the sectional meetings (held on the second day of the Conference) demand our attention. These were addressed, in a spirit of self-justification by Joan Woodward, who is on the staff of the Imperial College of Science, and Dr. T. Lupton, lecturer in industrial sociology at Manchester University. As there is a growing number of firms inviting the attention of the industrial sociologist, it is fitting that, for the first time, exponents of this science should make an appearance on the IPM programme.

Miss Woodward explained in a lively fashion that the primary aim of the industrial sociologist is to extend our knowledge of human behaviour: it is not a problem-solving function. It is difficult for the personnel manager to analyse a situation in which he is living so that, with the near failure of joint consultation, coupled with the fact that industry has not financed research in this country on a broad scale, industrial sociology has been encouraged to develop.

Here, an example was given of a firm who invited a consultant to devise a just and fair promotion policy —for the obvious benefit of the employees. When the policy was decided and in operation, the results were curious. In the past, a worker could apply for promotion and if he was not successful, he could go home and tell his wife that some favourite had been given the job—the usual story of influence and corruption. But since the undoubtedly fair policy had existed, unlucky candidates for promotion were even more dissatisfied as, in all conscience, they could no longer grumble about a system that was palpably fair. The unfortunate consequence was that the *management* derived the most immediate benefit from the improvement they had initiated *for their employees*. The speaker regarded this as proof of the need for exhaustive study by experts of every conceivable employment situation.

We must begin to be practical, said Miss Woodward. *We must admit now that everyone cannot have complete fulfilment in industry*, though this may seem to contradict accepted principles of personnel management. Our thinking on the subject of fringe benefits must be broadened so that they can be applied more directly to alleviate discontent: pensions and sports clubs can only improve morale if it is known that they are the solution to a particular problem. Fringe benefits, she appeared to be saying, are not the only cures in the cupboard marked "Welfare," and they should never be administered blindly and desperately as if they were drugs. She gave an example of a "ruthless" firm where employees are certainly compensated for any insecurity that might undermine them by the knowledge that they are successful and are receiving good salaries. In "the local," when they meet their friends who work for firms where security goes with wretched salaries, they are not displeased with their "ruthless" employers.

Then Miss Woodward brought her guns to bear on management theory. As an illustration of the weaknesses inherent in many management concepts, a further example was given. This concerned a firm where, against every principle of management, each departmental head was taking orders from five people and out of a total of 32, who were sharing these orders (in an extremely successful firm), the only two who were discontented were those holding diplomas in management studies.

Today, she complained, *management theory is an ideology whereas in its first and finer state, it was an applied science*. People become agitated when an ideology is attacked, and this must

Institute's New Officers

At the Institute of Personnel Management's AGM held in Harrogate (10th October), the following new officers were elected:

President—**Mr. J. M. F. Maslin**

Vice-Presidents—**Miss A. Mitchell, Mr. A. Smith**

Hon. Secretaries—**Miss J. R. Crawford, Mr. R. C. M. Callaghan**

Hon. Treasurer—**Mr. L. A. Inglis**

Hon. Editor—**Mr. J. P. Bartlett.**

happen if we are to be sensitive to our obligations to industry. Burdened by the proverbs and tautologies of "the management language", industrial managers are slow to take up new ideas: *there is room for the personnel manager as an interpreter who can use (and not wield professionally) the current management jargon.* In the course of her iconoclastic remarks, there were several echoes of Mr. Charles Broadhead's emphatic demand for a continuous analysis of the constantly changing situation by the personnel manager.

Dr. Lupton, speaking from his experience with participant observation, was able to endorse Miss Woodward's criticisms of Taylor, Elton Mayo et al., because these outmoded pioneers have caused talk of "underlying principles" that have given rise to general statements. "*One thing we must not forget is that similar problems do not have similar solutions.*" Let the industrial sociologist into industry, said Dr. Lupton in his apologetic, and you will get a body of knowledge fed into industry which will influence behaviour in countless subtle ways: this is bound to aid the personnel manager, who is likely to be paralysed, in a pivotal position, between faulty management theories and inadequate human relations theories.

Problem solving

A more urgent plea for recognition was made by Stafford Beer, head of the Department of Operational Research and Cybernetics of the United Steel Companies. Outlining how his team of 60 scientists—from anthropologists to zoologists—are divided into problem-solving groups often re-arranged daily to tackle actual problems, Mr. Beer feared that management is not taking easily to accepting the young scientist who is, after all, one of the blessings of our age. Dealing with these young specialists should be one of the skills included in management training.

Convinced that operational research is a formidable auxiliary to successful management, he thought managements should realize that sometimes scientists cannot get on with scientists any more than managers can; and, to make things worse, our selection procedures are not rich enough or powerful enough to find the people needed in industry today. One of the great challenges for personnel managers, as Stafford Beer sees it, is the job of putting scientists over, because scientists must be understood on the Board—*so the man on the Board must be trained too.*

Professor R. W. Revans, Professor of Industrial Administration, Manchester University, showed how operational research can be applied to patients passing through hospitals as validly as to ingots passing through a rolling mill in a steelworks. In the hospitals, as in industry, there is unlimited management hostility to change, unwillingness to launch OR projects and a widespread failure to understand statistical comparisons. He pointed out how patients suffering from appendicitis took, on the average, 7½ days to pass through one hospital and 12½ days in another. Through operational research he discovered that the major difference between these hospitals was a difference in status consciousness, directly linked with opposite views on what constitutes authority.

It is management's own job to understand situations but Professor Revans is sure that OR can help them. Analyses made in the course of research point clearly to where progress can be made.

DELEGATES at Harrogate were amazed when Professor R. W. Revans (Manchester University), revealed the incredible lack of personnel management in our hospitals.

In our December issue, we will include an article showing the seriousness of this challenging fact. In some 3,100 hospitals 450,000 staff are employed, and altogether, probably fewer than 20 people have been appointed to deal with personnel matters.

With the assistance of operational researchers who certainly know what they are doing, *personnel managers must help management to understand what management is doing*—and could be doing.

The theme of this year's IPM Conference was "Personnel Management and Technological Development." The chief papers indicate clearly that with a little bravery, a good supply of industrial sociologists and with more teams engaged in operational research, the rôle of the personnel manager can be as adventurous as it is necessary.

In the address terminating his "presidency" of the Institute, Mr. R. L. Webster (Hoover Ltd.), remarked that the IPM is the oldest association in the world concerned with personnel management: in 1963, its jubilee will be celebrated. But in spite of the efforts of almost half a century, the cause is not yet widely established. Daily, the newspapers reveal the poverty of relationships and practices in organizations where personnel management has not taken root—where 'hire and fire' still prevails.

What is in our shop window? Mr. Webster felt that we can sell the fact that better relations and greater efficiency exist where personnel management has been adopted: *modesty should not prevent our prescribing these skills to cure labour troubles.* But with a working population of some 7¾ million people, we cannot possibly cope with only 2,500 personnel managers, which is the number practising today. A reasonable target would be one personnel manager for every 500 persons employed which means that, at present, we are needing some 13,000 additional personnel managers.

Already, in America, staff employees constitute by far the largest group, and it is worth realizing at this stage that personnel management has been preoccupied so far with the treatment of manual and clerical labour. Nowadays, with so much high-talent manpower, the differences between people are more important than their similarities. Though this offends some, the egalitarian-minded, we must guard against the possibility of allowing the development of a new, disastrous WE-THEY.

The President felt confident that publications would have a priority rôle in maintaining stability during these years of startling change. The tour of West Africa recently made by the director of the IPM, Mr. Leslie Stephens, revealed another leading part we must play. Under-developed countries and those with young industries are already looking to us for guidance: we must not fail them.

Our basic philosophy, he added, is founded on the sanctity of the human personality—and this still counts with us. Fifty years ago, the Institute was seeking to improve the domestic affairs of factories; and the Halifax report shows that, even in 1959, undesirable working conditions are the daily distress of some in this country today. We are still dedicated to the cause of peace in industry: we must continue to match the needs of our times.

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up
record
attendances
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...with
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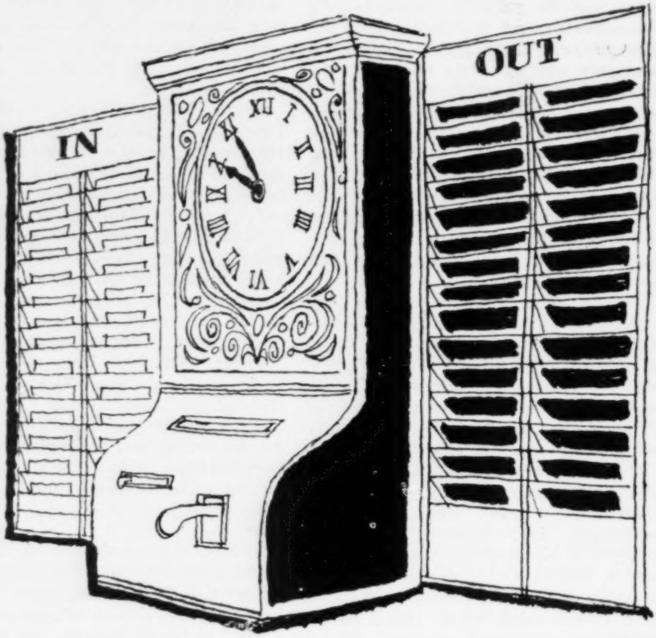

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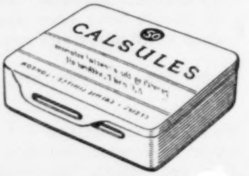

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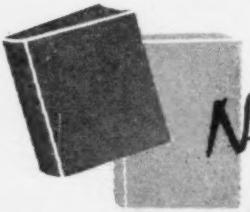

New Books

Work Measurement, by Virgil H. Rotroff. *Chapman & Hall, 42s. post paid.*

A LUCID, thorough coverage of work measurement to acquaint management with its benefits and procedures. Stressing the need for better planning, the author explains how this can be brought about by setting work standards, using and maintaining them properly.

This book is the latest in the Reinhold Management Science Series and it presents essential information on all phases of a work measurement programme: why work is measured; what work measurement means to company personnel; the standard data approach; the economics of work measurement; the rôle of the consultant; work standards and how they can influence labour relations.

The tested methods and procedures described in detail were developed and refined from the first-hand experience of management consultants, industrial engineers, and many others actively engaged in the field of work measurement.

Trade Union Law, by H. Samuels. *Stevens, 18s. 6d. post paid.*

A NEW EDITION of this useful work has taken into account the fact that the Industrial Disputes Order (S.I. 1951, No. 1376) has been revoked and has been replaced by an enactment of far more limited scope, namely, section 8 of the Terms and Conditions of Employment Act, 1959.

Without unduly enlarging the book, Mr. Samuels has added some further paragraphs on collective agreements; strikes; restrictive practices; trade union rules; procedure; picketing; registration; disciplinary powers; and disputes.

Social Change in the Industrial Revolution, by Neil J. Smelser. *Routledge & Kegan Paul, 42s. post paid.*

THIS FORMIDABLE STUDY is an application of theory to the Lancashire cotton industry between 1770 and 1840. The author's method is to apply systematically a model from general sociological theory to a number of case studies.

His concern is to demonstrate that many instances of social reorganization may be analysed under the same model of change—a model sequence involving institutional disequilibrium, social disturbances, social control, experimentation, and finally, the appearance of one or more new social units.

The first field of enquiry is the cotton industry itself. Within the scope of his theoretical model, Mr. Smelser examines structural modifications in the industry. This analysis constitutes a much broader theoretical interpretation of events than are found in the conventional economic histories of the period.

The author also brings the indentical principles of institutional change to bear on a separate sector of society—the changing organization of the working-class family. He observes critically the processes underlying the factory legislation and the changing nature of unionism in the early nineteenth century. As a further exploration of working-class living, he examines the consolidation of the friendly society, the rise of the savings bank, and the establishment of the co-operative shop. These analytical studies produce a novel and controversial interpretation of many famous working-class movements of the day such as factory agitation, destruction of machinery, utopian co-operation and trade unionism.

Office Management, by J. C. Denyer. *Macdonald & Evans Ltd., 46s. 9d., post paid.*

FOR QUALIFIED EXECUTIVES or students of office management, this book reviews the ever-increasing development of new techniques in organization, charts, machines, wages schemes, record keeping, training, recruitment, personnel policies and practices and even the prevention of fraud. It is amply illustrated, with advice on the choice of equipment and services, and contains 21 case histories from a wide range of firms that have solved particular problems in this sphere. Intended for the student, each chapter is concluded by a selection of examination questions.

The Uses of Literacy, by Richard Hoggart. *Pelican, 5s. post paid.*

THIS FASCINATING ANALYSIS of the changes in working-class culture during the past four decades has been reprinted. Now an established document and a sure remedy for anyone complaining of unfamiliarity with the lives of "the other half".

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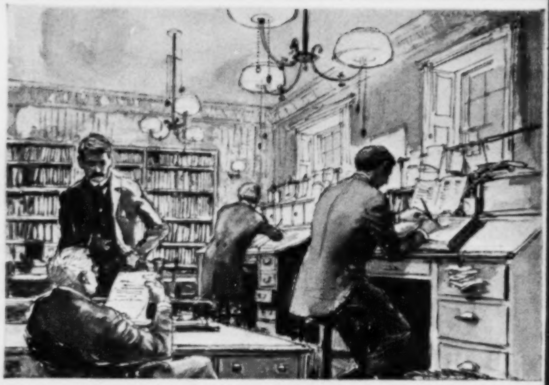

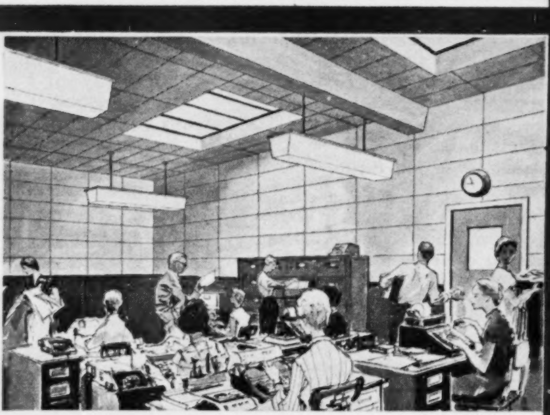

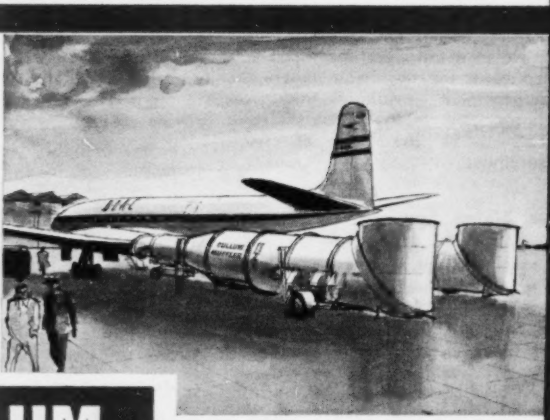

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'The bulge' will soon be a pressing industrial problem in Sweden. This apprentice is with the mining equipment firm of Atlas Copco

SWEDEN

Current attitudes to welfare, safety and personnel management

by James Platt

Last year Kurt Salomoson's book "The Man Outside" was published. Its story of class hate and labour-management mistrust and strife in a typical industrial community ran an inkstained finger of doubt down the neat columns of statistics that are such a feature of highly-industrialized Sweden. This paper-perfect, welfare state, thrives on private enterprise while its long-ruling Social Democrats fight to secure prosperity and privilege for the working classes.

The book roused many Swedes out of complacency, angered some who were trying hard, won knowing nods from the cynical; but most of all, it put new life into some rather tired questions. Is Swedish industry as interested and progressive as has been claimed in its efforts to explore the human frontier in industry? Do the workers really care anyway? Was the book's more general condemnation a fair comment on present industrial relations? If it was, what are employers, workers and communities doing to improve them?

DURING the past twenty years in Sweden, the top organizations of management and labour have strengthened the impression of collectivity and demonstrated the understanding that can be achieved by mature teamwork—an understanding which has helped create a general atmosphere favourable to a similar evolution at factory level. Although it was slow to percolate downwards, the realization of the need for increased production to maintain high living standards has also helped clear the way for tackling human problems in industry and for the application of methods tested in research.

Axel Enström, head of the great Cellulosa concern, pointed the way when he said: "We must open our doors to the psychologists, sociologists, doctors and physiologists and let them carry out research. With their help, we must establish objective grounds for our judgments and policies".

The recruitment of these new-style technicians was also sponsored by Axel Iveroth, head of the Swedish Federation of Industries, who felt that management and labour's biggest joint problem is to persuade everyone of the necessity of change in the fields of management and technology, in order to achieve the essential goal of higher productivity. "Management's responsibility is greater", he declared, "not only for bringing about the changes, but for doing it in such a way that labour does not resent and resist it. Workers must agree, without coercion, that readiness to accept such changes is the prerequisite for real security. They will not agree until they have confidence in management and also the ability to cope with the social implications of change".

"Enterprise", Mr. Iveroth continued, "needs a doctrine to which all groups in the community will give wholehearted support and the task cannot be carried out without the active participation of the intellectuals. With their help, it should be possible to grow the ideological oaks that are missing in the flat and creedless industrial landscape. To grow them, management cannot confine itself solely to the problems of industrial private enterprise. It must see them in the context of the total economic and social system, just as the 'socially conscious Left' does".

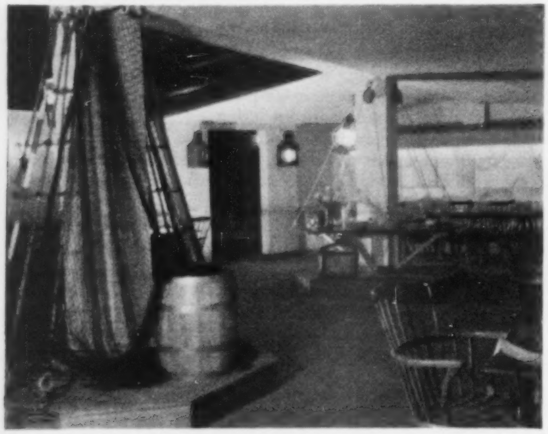
Rolf Lahnhagen, director of the Council for Personnel Administration, has said that, in personnel work, this is the decade for more specialized research, integration of findings in allied fields, classification of basic, guiding principles. On the sociological-psychological side, for instance, the studies on group dynamics, group leadership and job satisfaction must be related. "The main problem of this decade," he has said, "will be to disseminate applicable results, thus convincing the doubtful on both sides of industry of the value of scientific research in personnel studies".

However, most Swedish workers are pretty independent folk, many only one generation removed from the self-sufficient peasantry, and they do not take too happily to being 'studied'. "But at least", one steelworker told me, "it shows that somebody is taking an interest in us, and that's a change. But they ought to take a good look at the engineers. They might be bright with machines, but they are hopeless with people. Hard to get a 'Good morning' out of them, and as for being 'leaders' . . ."

Until recently, no body of empirical research on industrial psychology and sociology existed in Sweden. Fifteen years ago there were no joint committees where employers and employees could discuss such questions together; and before the Second World War, there was no place where personnel management could be properly studied. But in 1944, the Administrative Problem Study Group was formed under Professor Sune Carlson and, for ten years, was one of the main currents stimulating research and study of personnel administration. And the founding of the Council for Personnel Administration gave Sweden a well-organized research and consulting body, which has already been of great practical value to Swedish industry.

Today, training in personnel management is increasingly sought by top executives as well as line management. The Employers' Confederation has two main schools: the gracious Yxtaholm mansion and the ultra-modern Skogshem (probably the best-designed and equipped unit for management training in the world), set on the beautiful Lidingö Island just outside Stockholm. The Trade Unions, too, have magnificent centres in Runö and Brunnsvik.

The sports facilities at the Sandviken steelworks have a luxury appearance



The chocolate-making firm of Marabou excel in personnel management: art and industry mingle in this Marabou workers' garden where fourteen major works of sculpture are sited ▶

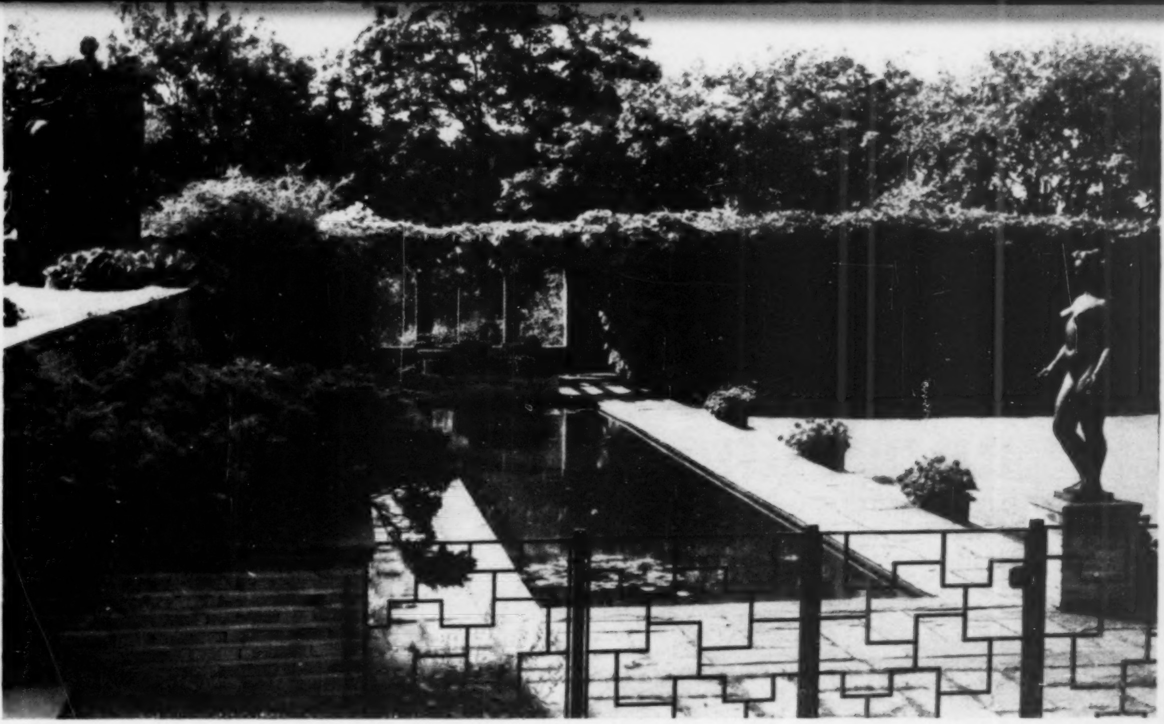
It seemed to me, as I visited these schools, that Sweden may have been playing its customary game of "wait and see, then move fast." Its industrial revolution came late, but 100 years was enough to transform a stationary, conservative, rural society into the dynamic, progressive and urbanized people of today. Tucked away in a northern corner of Europe, the biggest of the Scandinavian States and about the shape and size of California, it enjoys a temperate climate, thanks to the Gulf Stream, but is still dominated by the long, dark rigorous winter. Most of its 7½ million people still live in small towns, and decentralization is also a salient feature of its industries. Smoky, industrial areas as we know them in the United Kingdom do not exist, though factory-estates have been developed in some of the bigger cities since the War.

Fine record

Output and productivity have risen steadily over the past half-century in which Swedish industry has had to accommodate itself to two supreme forces: the coming to power of the workers' movement ("The Trade Unions are our real Government", say many Swedes), and the emergence of the comprehensive Welfare State. Both have stimulated fundamental changes in the worker's view of his job and the employer's attitude to the worker.

One fact that "The Man Outside" does not mention is the good welfare record Swedish employers can point to. Firms had already established sick-benefit funds and infirmaries when social welfare became a direct public responsibility in 1763. The "Bruk" system whose community-labour-industry philosophies might have been formulated by Morelly, Fourier, Saint-Simon or Owen, was bringing prosperity and community welfare to small industrial towns throughout the country; and it was so well attuned to Swedish needs that it still flourishes. It was the employers who took the initiative, in 1852, in the first labour law, which forbade the employment of under-eighteens in factories. The first law for protection against occupational hazards came in 1889; in 1900, the law limiting the employment of young women; in 1912, industrial insurance; in 1919, the eight-hour working day; and in 1928, the first Labour Court and collective bargaining.

In 1955, Industrial Injuries' Insurance finally co-ordinated all injuries' insurance, workers' injuries being equated with "illness" on health-office books for the first 90 days, the I.I.I. taking over payments thereafter. This measure was symptomatic of the increasing attention given to industrial health and safety in Sweden. The official Workers' Protection Board, which could serve as a model for many developing countries, has a complete range of services and inspectorates, great independence and power, yet only reports to the Industry Minister without being under his control.



The Board's director, Mr. Edwin Pelow, who, in his 43 years as a safety officer has seen his work change from that of a suspected pioneer to that of a respected and well-paid top executive, spoke to me of the other organizations in this field. "There are a number of organizations: the Workers' Protection Council, the Association of Safety Engineers, the Department of Industrial Physiology at the Central Gymnastics Institute, the League for Social and Economic Studies, the Employers' Confederation and the Trade Unions, the Council for Personnel Administration. But they all help each other, and they all help us. There is room for them all!"

Working conditions

The Swedish way of tackling industrial safety and health problems is to enlist the interest and help of every possible "fringe" body. To combat "the accident on the way to-and-from work" problem, industry is being helped by local authorities, the police, the political parties, the safety association, the schools, and the insurance companies (who seem to take a much more active part in all forms of industrial and community affairs than do British companies). Incidentally, the growth of this particular problem has shown how industrial health and safety can and should sometimes be seen in its wider community context. A study I made at one large firm revealed that for every ten working hours lost through work-accidents last year, twelve hours were lost through travel-accidents. "But," said the personnel manager, "I have a devil of a job convincing them that they are actually safer inside the factory than outside".

Industrial safety in Sweden is just moving into a new stage, as I saw when I recently visited a course for safety officers at Skogshem. "Here in Sweden," course-leader Gideon Gerhardsson told me, "we are very short of this kind of training for industrial safety work, and we hope to set an example that the universities will be only too glad to follow, once they have seen how valuable the work is and how training problems can be solved".

This course of two three-week sessions with a part-time project lasting some months at their own firm, gave safety officers a good general background in the previously neglected fields of works hygiene, industrial diseases, physiology, industrial psychology, and general health at places of work. And it was set at a very high level, with eight hours of examination papers at the end, to justify the long absence from work of these key managers. Nevertheless, many workers refuse to acknowledge the progress being made in this work and are slow to co-operate when new safety measures are introduced.

But steady propaganda is having its effect: there are now 28,000 safety representatives, and safety councils in most big firms. The excellent safety systems developed at many factories might be even more effective, if more prestige were attached to the safety representative's badge, and if he were paid at least a token sum for his extra responsibility. One cannot expect in every small company the blanket cover of safety so brilliantly planned by S. Granholm, engineer at the great Bofors munitions and chemical works; but the Boliden Mines' rule of promoting no worker to supervisory grade until he has passed the special safety examination, might be more widely adopted.

The Swedish worker, generally speaking, is well looked-after so far as working conditions, safety and health are concerned—certainly in the bigger factories. But what are his chances of getting technical education and training, and getting to the top? *(A second Swedish article is planned.)*

Visual Aids

Science and technology appealing to everyone

SINCE the Bristol Meeting of 1954, the Annual Meeting of the British Association for the Advancement of Science has included a full week's programme of scientific and technical films. This year the Association met at York, the place of its birth in 1831, and 40 films were screened in seven programmes. It was always intended that, at such a busy conference (some 300 papers were presented at York), the film programmes should be presented as a sort of scientific news cinema—with continuous programmes which delegates could attend whenever they were free.

Accordingly, as in previous years, there were four general programmes planned to give as representative a picture as possible of scientific developments in many fields, presented on films made in a large number of countries. In addition, there were three special programmes—one devoted to Antarctica, and another to *"the contribution of British film to an understanding of industrial science and technology,"* and the third was a symposium on the use of films in transport research.

All these programmes gave a good idea of the contribution film is making (mainly under industrial sponsorship), to the presentation of scientific and technical subjects to wide audiences. Naturally, the two industrial special programmes were of particular interest to those who are concerned with education, training, work study, or research.

The programme on the contribution of British film towards an understanding of science and technology comprised six films, and they showed what a varied rôle film can play in this field. The first film — Shell-Mex and B.P.'s **"An Introduction to Modern Gears"** was an excellent example of a well-made training film. Designed for use in schools, technical institutes, and in individual company training schemes, it presented a broad picture of the principal types of gears, their design and manufacture, and their practical applications. Distinguished by beautiful black and white photography, and a sound track which relied solely on a straightforward commentary supplemented (where appropriate) with live sound, it classified gears into two groups—those with parallel or intersecting shafts and other types. It discussed the special characteristics of rolling friction associated with the first group; showed methods of gear cutting and generation; and concluded with some interesting practical examples, ranging from tiny precision-made gears for wrist watches to huge gears used in industrial prime-movers.

It is refreshing to have a training film which can dispense with background music and yet retain the form that well-integrated and composed music can give by using live sound in its place. Whilst it is true that far too often we suffer from commentators fighting a losing battle with rowdy musical sound tracks, it is also true that some teaching films which dispense with the music lose something in presentation. "An Introduction to Modern Gears" shows an effective alternative approach. Yet its presentation did suffer as so much information was packed into this 31-minute film that, at one point, the commentator gabbles his words to keep abreast of the visuals.

"Money and Steel" (Merton Park for the British Iron and Steel Federation), was a typical example from this source of the unpretentious teaching film, designed to be included in a training course. Whilst there are many films providing useful background material, which could be used to illustrate teaching economics, the subject has been translated too rarely on to film. **"Money and Steel"** is designed for training inside the industry, but would be equally useful for training officers in other industries and for lecturers in technical institutes. Using simple animated diagrams supported by live photography, it explains the financial structure of a steel company with an annual turnover of some £30 million. It discusses the function of capital, and the meaning of terms such as Fixed Assets, Running Costs and Depreciation. This competent film lasts only 9½ minutes, and it could well be used in conjunction with a lecture on the subject by anyone who wishes to explain in simple, broad terms the economic background to industrial enterprise.

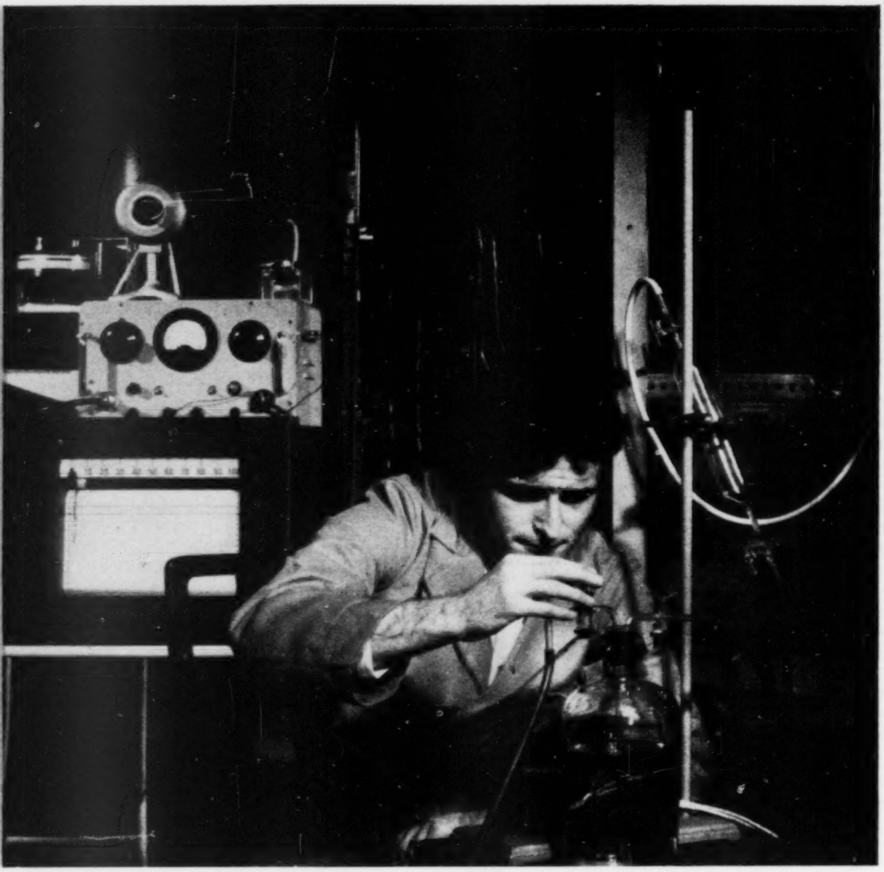
Industry has made wide use of the film to give the story of changing techniques, and in doing so, presenting very often the history of an organization. This programme included two films with different approaches to this problem. Pilkington Brothers had sponsored **"The Glassmakers"**, to present a picture of the development of glassmaking methods within their organization. Medieval glassmaking techniques were not displaced until the nineteenth century, when blown cylinder glass-making was introduced as a more efficient way of making sheet glass. The technique was further modified in Edwardian times with the use of compressed air — thus allowing for the production of much larger cylinders of glass. These methods involved batch production, as was the case with highly polished plate glass. It was logical therefore that attempts should be made to introduce a continuous process, and Pilkingtons developed a vertical drawing system using a 'bait' lowered into the molten glass to start the draw (in much the same way as one may lift syrup with the horizontal edge of a knife-blade). Horizontal drawing was applied to plate glass, with equally revolutionary results. Unfortunately, this film was completed too soon to include reference to the latest technical triumph 'float glass.' This film, made by Cecil Musk Productions, presented an effective account in colour of the development of glass technology, and pre-war film sequences were carefully integrated by using tinted prints. But this film, like so many of its kind, could not resist frequent mention of the sponsor's name. It is a useful record and will serve its purpose as a straightforward exposition—but just what can be done with such a theme was seen in one of the general programmes with Bert Haanstra's **"Glass".** This film, a virtuoso performance, has won several major international awards and, without one word of commentary, presents to specialist and layman alike a beautiful picture contrast of handicraft and mass-production techniques in the Dutch glass industry.

British Transport Films have an unrivalled reputation for inspired industrial film production, and this special programme included **"Under the River",** a delightful film record of the steam pumps which, having served the Severn Tunnel faithfully since 1887, are about to be replaced by electric pumps. The story of how they came to be installed and how they have coped daily with 15 million gallons of water requires an account of the many setbacks which had to be mastered before what is still the longest underwater tunnel in the world was finally constructed. The versatility of the film unit was emphasized by the inclusion in other programmes of **"Journey into Spring"** and **"Between the Tides"** —nature films which have both won international awards.

The introduction of new techniques often creates human problems, and this programme reminded us of some of them. The British Productivity Council's film **"Variety Reduction"** has achieved a great reputation already, not only for the sensible things it has to say about its subject, but also for the interesting technique it uses to present those ideas. Here one is present at a senior management meeting called to discuss with a consultant his report recommending variety reduction in the organization. This is a sympathetic presentation of the conflicting viewpoints about such a change—surely a much more realistic way of introducing industrial managers to new ideas.

Charging a gin still built in early 19th century—from ICI's film "Distillation"

Finally, in **"The Electronic Computer in Commerce",** Unilever provide an interesting example of the practical use of film in a large organization to ensure the better use of new methods. Unilever have recently installed a computer, and this film was made for use during the period the computer was undergoing trials, in order to interest line management in many of the associate companies in the possibilities this new machine offered them. Because the computer was still under test, the film makers (Rayant Pictures) were deprived of the possibility of convincing executives by quoting real cases of the greater efficiency which the computer had brought about. Instead, they had to use hypothetical examples. This makes their none the less worthy of



Measuring wind tunnel effects in combustion: one of many aspects of research in the gas industry shown in the Gas Council's film — "Paths of Progress"

consideration, and the example of the problems encountered in purchasing exactly the right quantity of different grades of pig so as to meet short-term fluctuations in demand was particularly compelling. One would like to see much more use of film for such purposes—for a large organization, an inexpensive way of promoting discussion and stimulating new ideas among a large number of employees.

The symposium presented by British Transport Films on "The use of film in transport research," provided another example of the multiple uses of film in a large organization. Under the chairmanship of Edgar Anstey, Films Officer of the British Transport Commission, a group of British Transport training, film-making and research experts provided many interesting examples of the use of films in this vast organization. The film has contributed much to railway research, even before the war, and close co-operation between research workers and the film unit enables the subject specialist to make the most effective use of film both to record experiments and new methods (as in the case of the use of a jet-engine to clear snow from the track); or to obtain new information such as effects of rough shunting both on the goods in railway wagons and on the buffers and suspension.

Work Study has made great use of film, and the case of transport is no exception. Among the most interesting of Donald Read's illustrations were memo-motion studies of the serving of a meal from the kitchen in the College canteen; dismantling tracks and stacking sleepers; filling sand moulds in a foundry; and taxi and passenger movement on the forecourt of King's Cross Station.

No organization has made better use of research material for the popular exposition of technical problems than British Transport, and Stewart McAllister showed, with examples from **"Groundwork for Progress"** and **"Rail Stress",** how very short sequences of research material can, if effectively combined with explanatory film material, afford a clear picture of specialist studies to an uninformed lay audience.

Of course, many other films from among the 40 presented at the British Association meeting provided interesting examples of the imaginative sponsorship of leading British and foreign industrial organizations. Two British films had their world première at York—Shell-Mex and B.P.'s **"Land Reclamation"** and I.C.I.'s **"Distillation"**—the former being an interesting study of different types of equipment and their use in reclaiming derelict land; the latter, the third in a new series comparing school laboratory techniques with their equivalent industrial process.

Counselling and merit-rating

BEFORE we close our discussion on the unsettling effects of take-over bids, here is a last word from Mr. N. Hope of Laleham, Middlesex.

"I have recently participated in a merger and I can say that the position of existing managers and other executives is invidious, as they do not know the over-all situation, particularly regarding their future. Meetings and discussion, held to explain their position and duties, no doubt erase a number of their anxieties, but there always lurks the fear of the unknown—'The New Company' and 'The New Management'—which no meeting or discussion can allay. But I would counsel anxious executives to remember that the new company has taken over because they consider it a good proposition, and therefore they want efficiency to continue so that both companies will prosper.

"This obviously cannot be done if the existing executives are unhappy. Further, it would be a great blow if the company were to lose those executives, since it would take a long time to replace and train good men."

Mr. Hope concludes that the controlling company can do more to allay anxieties if they chose the "right type of person" to take control. Mergers are such an important feature of the industrial scene today that the way in which they are effected is of the greatest concern to us all.

Development techniques

IN the August issue, I touched briefly on merit-rating schemes. This subject is also of topical interest, since procedures connected with the new conception of *executive development* include, of necessity, some form of merit-rating. The concept of executive development is making steady progress in many firms in this country. It involves a systematic approach to the recruitment and development of managers in a company, so that there will be a constant supply of executives with the right experience and qualities at the right time.

One large firm has made a chart of the positions held by present managers in each department and their date of retirement. The Personnel Manager can then see at a glance where new managers will be required in five, ten or twenty years' time. For example, the three senior men in one department are all approaching retirement; their junior executives are twenty or thirty years younger. Thus this department may be in difficulties if an immediate plan is not prepared to fill the gap which will occur within two years. In 1956, the Acton Society Trust published the results of an investigation which they had made into "management succession" in 51 out of the 65 privately-owned companies in Britain that employ 10,000 people or more. *They found that one-third of these companies had systematic policies to recruit and train managers, in the light of estimated future needs; one-third had developed some of these procedures; and one-third had no system at all.* Since then, more companies have realized the need for executive development polices.

One fundamental aspect of any such scheme is the need to obtain a clear picture of what talents and experience each manager possesses; what potential he has for growth; and what weaknesses he possesses which may be overcome by training of one kind or another. Many firms are attempting to gain such a picture by devising a form which covers all aspects of an executive's work in the company. The executive's immediate superior is asked to fill in his form at regular intervals, thus providing a dynamic picture of the man's efficiency at his job, and his personal qualities —co-operativeness, application, ability to learn, initiative, leadership qualities, promotability and so on.

This rating may or may not be communicated to the person concerned. In some large organizations it is used as a basis for promoting people, although the individual never sees his form unless his work or conduct is unsatisfactory. So if he hears nothing, he assumes he is doing well enough. *But in my view, to derive the maximum benefit from these rating schemes, the results should be communicated to the individual.* Many firms are attempting to do this is some form of interview—often known as "the counselling interview." Recent discussions with people responsible for implementing this scheme have convinced me that many managers find this interview very difficult to conduct. One manager describes his firm's scheme as "creaking" at the interview stage, and another manager said that the weakness of their merit-rating scheme lay in the indifferent standard of the interviews conducted by many of their executives.

Probably some of these interviews are unsatisfactory because the interviewer has failed to define their purpose. A large number of merit-rating schemes appear to have been devised to cover *many* purposes, and the resulting confusion may wreck the interview. Some merit-rating schemes, for example, are used primarily to provide a basis for rewarding financially any extra effort or ability. As one Personnel Manager explained, *"It is an attempt to measure and reward the differences in performance which we all know exist."*

Other firms say an important effect of their merit-rating schemes is to force their managers to organize competently. They must have a coherent picture of the duties and responsibilities of each of their subordinates, before they can hope to communicate successfully the results of any rating they make. *They cannot usefully tell a man about his performance unless he understands just what the job is supposed to entail.*

These are useful objectives, but they are different from the aims of developing the technical or social skills of future managers. The success of the merit-rating interview will depend on the interviewer's deciding in advance what his primary objective is. The *methods* he uses to conduct the interview will then need to be tailored to the results he wishes to achieve.

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A fortnight's planned induction ensures that Newton Chambers have no office staffing problem

Moulding junior entrants to fit the firm

by Bernard Sluman

ALTHOUGH large numbers of firms have moved away from the densely populated districts in recent years, it is still common for them to depend for labour on the reserves they have already established in the urban areas. When it is possible, many companies evacuate their employees with the works. However, since 1792, Newton Chambers & Co. Ltd., have developed their factory site at Thorncliffe, seven miles outside Sheffield, relying for their labour, not on the Sheffield community, but on the villages inside a five-mile radius of the works.

Well-known manufacturers of engineering products, excavators, heating appliances and domestic chemicals, this firm (with a capital of some £3 million), employs approximately 4,000 workers.

It is not surprising that such an area cannot supply Newton Chambers with *fully-trained* operatives. But more demanding is the fact that the district is equally incapable of meeting the firm's needs for office and secretarial staff who are instrumental in spreading the name, fame and products of the firm throughout the world. For many years the Company has not been obliged to advertise externally for the vacancies that have occurred in the works' offices.

This achievement is a result of the heeding of two concepts—foresight and planning. In 1943, Newton Chambers built their Business Training College which stands in its own grounds, overlooking the square mile of construction shops, engineering shops, foundries, chemical plant and excavator works. The Principal of the College is Miss M. Berry who, after various teaching posts with the Gregg Secretarial Schools, came to Thorncliffe in 1945.

Primary task

It is her responsibility to provide the factory offices with a reserve of trained and competent staff, who will be capable of filling any vacancy (including that of confidential secretary to the directors of the Company). Miss Berry's "raw material" flows from the many secondary and grammar school-leavers in the immediate vicinity. The task of turning these young people into first-class typists, shorthand typists and secretaries must obviously take time and money (more than many firms are prepared or able to contribute). But Newton Chambers have realised the importance of investing in a properly organized training scheme.

Their foresight is best illustrated by the working of their special pre-entry training programme which was devised to precede the normal training a young woman would expect to receive. It was plain to them that the kind of person they would recruit was not going to be the type who would be able to settle down quickly into industrial life. Therefore, they give each trainee two weeks in which to grow accustomed to the unfamiliar and sometimes exacting environment. For the first fortnight entrants are non-productive, but management has planned a method of making this period one of the most valuable from the Company's point of view; and surprisingly, by keeping the newcomers off the production line. These Thorncliffe trainees may be non-productive, but they are *being educated into the firm.* At the end of the two weeks, they will be fully equipped to begin making a maximum contribution to the Company.

An important part of the programme is largely a matter of communication. Management comes to the workers for the first two weeks. *The first day of each girl's life with Newton Chambers begins in the boardroom.* The intake (about ten girls, twice a year), is welcomed by the Managing Director or, in his unavoidable absence, by some other member of the Board. Mr. P. J. C. Bovill—recently elected Master Cutler and spokesman for the major portion of Sheffield industry — talks

With great dignity, Mr. P. J. C. Bovill as Master Cutler delivers his installation speech and (below) . . .

Mr. Bovill, managing director of Newton Chambers, is equally imposing and effective with these new Thorncliffe entrants

informally about the Company: what it has achieved in the past, its development, prospects, and the reasons for its present success. Then he outlines the training policy which he relates to the office staff's place and function in this community. His aim is to present himself to them as a human being, but also as the head of a business that depends upon the co-operation and loyalty of each member in order to reach its well-defined aim.

Back in the College, trainees are introduced to other members of the management team. Each manager talks (policy demands that they do not lecture) about the work carried out by his department (construction, engineering, transport); others talk about the materials they use—steel, chemicals, iron, etc. Conducted tours of the workshops are arranged for the group after they have been given some idea of how each department functions. *This planned syllabus is designed to awaken feelings of interest and loyalty that come from an informed understanding of the scope and organization of the firm's business.*

This portion of the programme is rounded off by a second talk (in the College) by the Managing Director. At this stage, he recalls his previous remarks and then pieces together the various units of the firm's structure—basing his picture on what the trainees have seen during their tours. He can then present the Company as a whole in which individuals, by their separate efforts, work towards a common end. The most important point he emphasizes is that, even at the most junior level, each one must be reliable and conscientious if the firm is to prosper—which it does.

Management gain

The informal approach by management in its first relationships with new staff does not represent a lowering of executive status or dignity. In fact, it is one part of an important employee-development technique. To achieve a correct sense of proportion in personal relationships, the programme includes regular instruction in grooming, special attention being given to behaviour towards senior members of the Company. To satisfy the high standards set by management, Miss Berry deals with correct deportment, behaviour, make-up, dress-sense, speech training and hygiene (the Works Medical Officer plays his part by giving a separate talk on health in industry). Grooming in the sense of developing a taste for knowledge is given by regular reading of the better newspapers (including an analysis of what makes these papers preferable). *By stimulating this kind of activity, management is bestowing upon itself the benefits of having staff who not only know what is going on but who are also developing enquiring minds;* the sort of minds that will take a great deal of the worry out of an executive's life, since he can rely on his secretary to give him information and assistance he requires without having to guide her through each stage.

Outside links

Public relations, as a vital part of management activity and thinking, must inevitably be reflected in the work of the secretarial and office staff. Therefore, in order to maintain its prestige (and selling power), Newton Chambers make sure that, as a direct result of careful grooming, contact between staff and outsiders is satisfactory. The firm also derives benefit from this cultivation of personal qualities by its effect upon community relations. For example, it is ensuring the success of its business—and of its education and training programme—by creating a situation such that there is no need to advertise new terms at the College. All applicants come voluntarily as a result of the widespread reputation of the course.

Vocational training takes its place in the induction programme in the form of talks on filing systems, duplicating, telephone practice, typing, audio-typing and the use of reference books. Instructional visits to such places as the local GPO sorting office and telephone exchange, and to a reference library are included. As well as impressing the girls by demonstrating their links with these places, in each case a visit from Thorncliffe trainees reminds people how thorough Newton Chambers are with their training.

However, they realize that no trainee will do her job efficiently unless, after this intensive but general training, some attempt is made to correlate aptitudes and temperament with the qualities required for the job to which she is assigned. Therefore, a major factor in the pre-entry programme is that it gives Miss Berry time for observing the individual strengths and weaknesses of each trainee. Her contribution is vital in this respect since, besides recruiting, selecting and training staff, she is also largely responsible for their appointment, transfer and promotion. The insight she gains in this two-week course, and subsequently, enables her to staff the company in the most accurate, reliable and efficient manner.

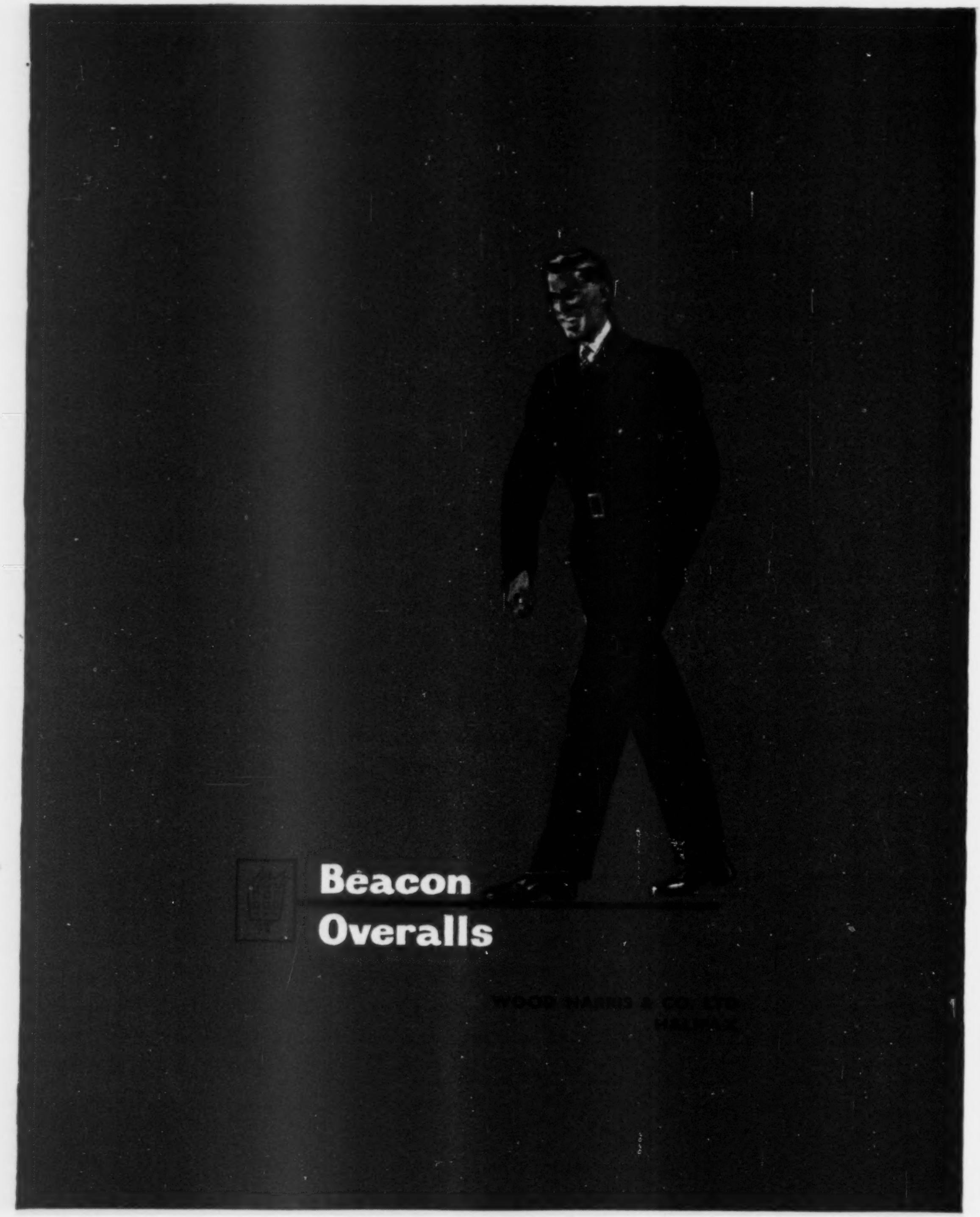
Business College principal, Miss M. Berry, explains her methods to parents of girl trainees

But she appreciates that expert knowledge of human behaviour and wide experience in assessing people's capabilities in a subjective manner, is no guarantee of successful staffing. Therefore Miss Barry administers intelligence and aptitude tests devised by the National Institute of Industrial Psychology. *By a combination of scientific testing and of human judgment, she has achieved the most reliable results in selecting office staff, and afterwards placing them where they are most contented and most efficient.*

The results of employee analyses made during the induction period, enable the firm to develop a flexible transfer scheme. Although trainees are invited to choose their first appointment, it is not always possible for every wish to be granted. But if an employee is placed in a department where she shows signs of unhappiness or inefficiency, it is possible for a transfer to be arranged—if it means a greater chance of her being successful and of more value to the firm. Management plays a personal part in making sure that this portion of its policy is effective. Departmental heads are constantly scrutinizing the work of their staff and secretaries, trying to assess whether each member is well placed. If they discover any signs of restlessness, they immediately contact Miss Berry who will then evolve a solution based on a workable transfer of staff.

Such situations rarely arise and transfers are kept to a minimum. Therefore, once appointments have been made, the firm consolidates the results of its induction techniques by embarking on a full course of training. This will last for the following two or three years, depending on the girl's age when she joins. Daily attendance at the College is obligatory: three hours for the 15-year-old; two hours for those who are sixteen; and one hour when they reach 17. As with the induction programme, training concentrates its initial efforts on the wider, liberal educational subjects: English, arithmetic, current affairs, economic geography, etc. The value of a broader educational background may not be immediately apparent, but the Company has proved by experience that, the better the person by virtue of the education given, the more effective is the work performed. However, as time passes, emphasis shifts gradually to the vocational subjects. The Company also supplements its own training scheme by urging staff to enter for the various Royal Society of Arts examinations, for which the Company pays the fees.

The follow-up period lasts for as long as the girl stays with the Company. But it is made possible only as a result of the sound foundation that management has laid in the first two weeks: thus time and money spent on initial and non-productive training constitute a worthwhile investment.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Industrial benefits and loss of earnings

WE are well aware that the assessment for the loss of earnings in damages for personal injury takes into account half the value of the industrial injury benefit accruing to the injured person. However, in this connection, a problem has arisen which is well illustrated by two recent cases, *Roberts v. Naylor Brothers Ltd.* and *Perez v. C.A.V. Ltd.*

Let us look at the Perez case first. The man concerned was a machine operator. He was injured, recovered general damages of £650 and his loss of earnings amounted to £51 18s. 9d. He received £15 16s. injury benefit, and his disablement benefit was provisionally assessed at £12 18s. After six months, his disability was finally assessed at 9 per cent and he was given a lump sum gratuity of £140. The firm claimed that one-half of this sum should be set off against loss of earnings, which would have had the effect of wiping them out altogether.

On the other hand, the injured workman contended that the sum to be taken into account was a sum which would be in the same proportion to half the £140 as the part of the five-year period after the accident which was unexpired when the gratuity was paid bore to his estimated expectation of life. On this basis he was entitled to £23 special damages.

Five-year limitation

The judge referred to Section 12 of the *National Insurance (Industrial Injuries) Act 1946,* saying that, as the plaintiff's disability had been assessed for life at less than 20 per cent, he had been paid a disablement gratuity under the section in full and final discharge of all benefits. The opposing arguments could be illustrated by imagining the case of a man aged 50, paid a gratuity of £100 one year after an accident, with a life expectation of 20 years. The firm's contention on those facts would be that £50 should be taken into account. The workman said that it should be 4/20 ths of £50, i.e. £10. He doubted whether the point had ever occurred to the draughtsman of the 1948 Act.

This declared that there should be taken into account

> *"one half of the value of any rights which have accrued or probably will accrue to him (the injured person) therefrom in respect of industrial injury benefit, industrial disablement benefit or sickness benefit for the five years beginning with the time when the cause of action accrued".*

The vital words were "for the five years". If one deducted half the gratuity in this case, this limitation was disregarded; the rights to which the lump sum gratuity related were not simply in relation to the five-year period but to the whole period of the disability.

The judge also referred to the case of *Roberts v. Naylor Brothers,* decided a few weeks before, but refused to follow it. He agreed that the gratuity was not calculated by assessing and capitalizing a weekly sum; but he preferred a construction which gave effect to the entire wording of Section 2 (1) of the 1948 Act, and did not overlook the five-year limitation. Accordingly, he decided in the workman's favour.

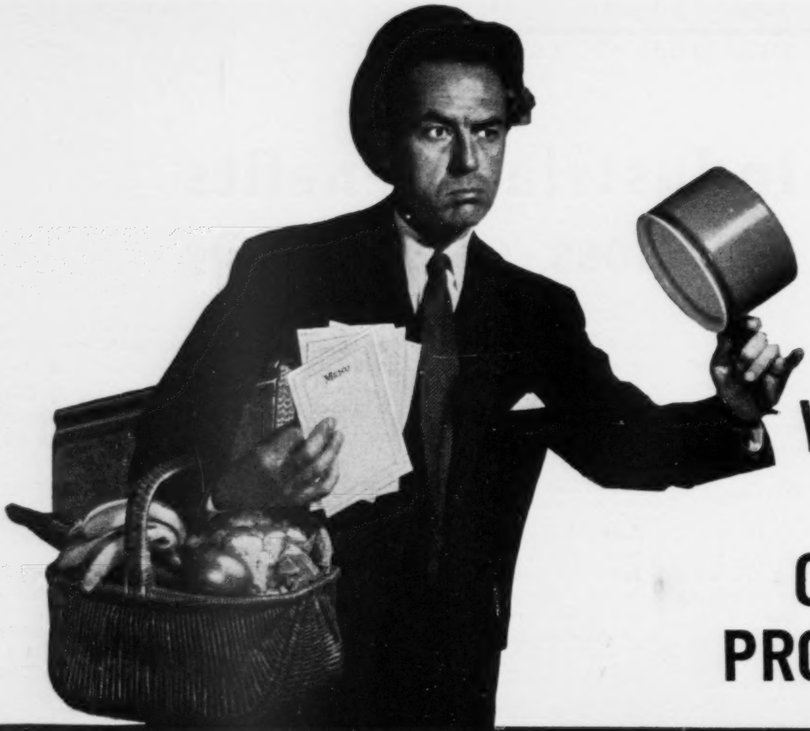
On the other hand, in *Roberts v. Naylor Brothers* the decision went the other way. In this instance Roberts, the injured man, was a steel erector. He was awarded £450 general damages. His loss of wages was £106 7s. 6d. during the seven and a half weeks he was away from work. For this period he received £29 12s. 6d. injury benefit. After the usual interim assessment, there was a final assessment of 5 per cent disability which resulted in Roberts being paid the lump sum of £67 10s. The same arguments were advanced for each side as in *Perez v. C.A.V. Ltd.*

The judge also referred to the 1946 Act, under which the gratuity was awarded, pointing out that where the disability assessment was 20 per cent or more, the assessment was of a weekly sum. When it was less than 20 per cent, as in this case, there was no question of assessing a weekly sum: he preferred the view that one-half of the lump sum should be taken into account. Parliament had chosen to draw a distinction between disabilities over and under 20 per cent and make a definite lump sum payable in the latter case. The injured man was entitled to nothing more or less. It is true that it was in respect of his disability during his whole life, but it was a lump sum and nothing else would accrue.

Judicial conflict

The judge agreed that such a method might cause hardship. The person who had a lump sum had a half taken away, whereas the person more than 20 per cent disabled, who had weekly payments, only lost one-half of the proportion of the whole sum received. But he felt there was no real difficulty in translating the words of the Act and the hardship was a matter for Parliament.

There is thus a conflict of judicial opinion on this interesting and difficult point. But the decision in the Perez case would appear to take full account of the closing words of Section 2 of the 1948 Act. If this method is not adopted, it is difficult to see that these words have any meaning in relation to cases of this kind. This seems to have been in the mind of the judge in the Perez case when he suggested that, if the formula argued by the workman, Perez, was not adopted, it might be possible to take the view that the 1948 Act was not applicable to such cases at all.



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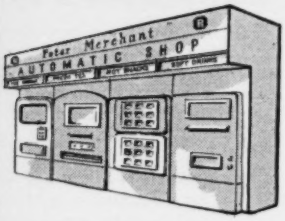

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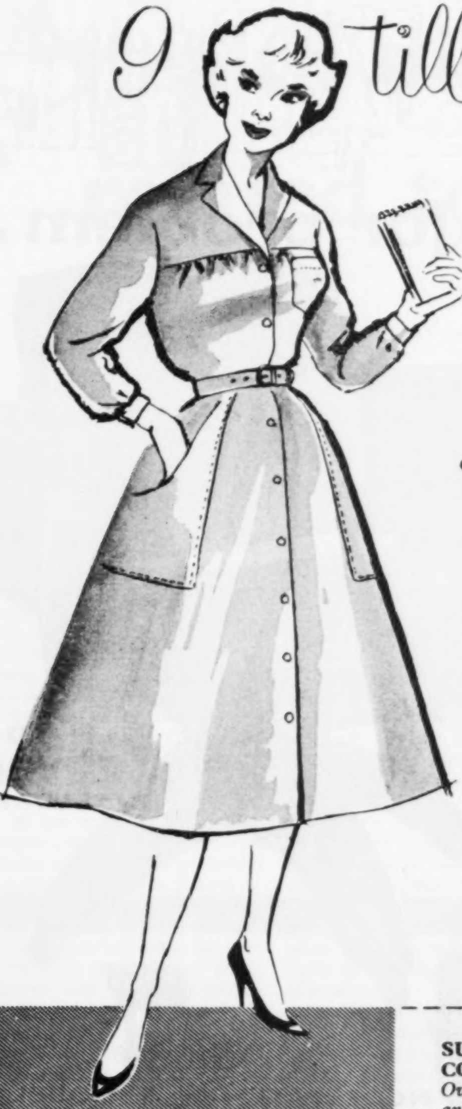

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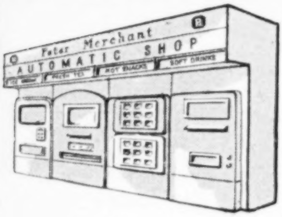

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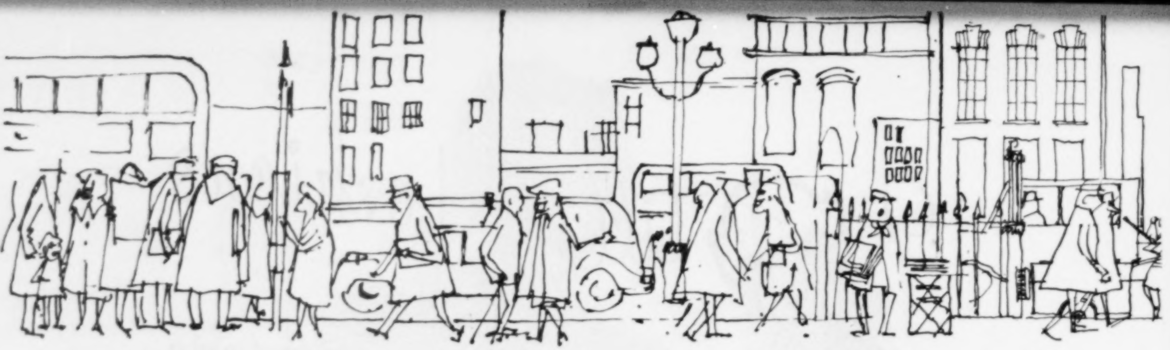

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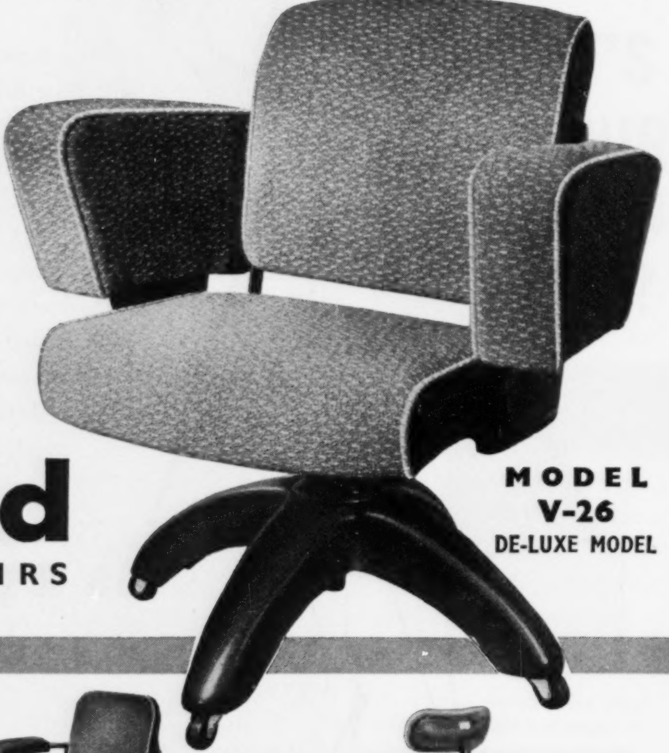

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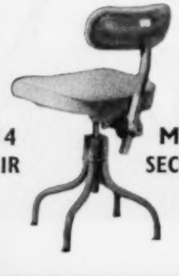

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Health disorders related to stress

by Dr. E. E. Lieber,

MEDICAL OFFICER, MICROCELL GROUP OF COMPANIES

IN a previous article, we saw the many ways in which stress can effect the health of the executive. The disorders of adaptation cover an extremely wide range indeed, from an ordinary spell of tachycardia, which may lead the patient to imagine that he is suffering from heart disease, to actual disruption of the structure of some organs, resulting in such illnesses as duodenal or gastric ulcer, ulcerative colitis, asthma, etc. Pulmonary tuberculosis, once a scourge of mankind, has now been brought under control; but out-patient departments in hospitals, and doctors' surgeries, are as full as ever of patients with health problems, rather than disease.

A study of the health of executives reveals a chain reaction of stress disorder which tends to run in a particular industrial concern from one person to another. In attempting to define the 'health of the executive', it has been noted how members of different professions defined it in different ways. The conclusion was that the varying symptomatology which arises from executive hazards is related to the physical type to which a person belongs, assuming that everyone can be fitted into a certain pattern. We must now discuss the details of the specialized problems touched upon in the last article, and particularly, the special problem of stress.

Whether it is the hospital physician (who knows only one episode of a patient's illness), or the general practitioner (who knows his home environment but not the circumstances of his work), both are at a disadvantage when trying to solve the problem of this illness. The industrial medical officer is more fortunate: he sees the executive at his work, and is far better able to observe and understand the process by which a healthy, intelligent man may become a physical or nervous wreck. We have stamped out infections and other disease but have done very little, as yet, towards conquering stress disease. This has been termed by Dr. O'Neill of St. Mary's Hospital, " the biodynamics of disease "; an apt description, though not universally accepted. In fact, some doctors do not regard it as a disease at all. *What no one will deny is that whilst one man can bear stress with fortitude in time of crisis, for another it can prove too much.* We know that if a person has passed through some injurious experience in childhood, such as a protracted deprivation of mother-love, he may suffer permanent impairment so that, in adult life, the manner in which he faces a moment of crisis will be affected.

During the last ten years, the method of epidemiology has played a large part in problems of lung cancer, chronic bronchitis and coronary heart disease, as well as in the study of stress disease. Research on peptic ulcer, done by Doctors Avery Jones and Doll link up with these enquiries. It might be of interest to try classifying the main stress-provoking elements. Hospital records of executive patients seem to reveal the following as the principal causative factors: overwork, difficulties in grasping new problems, marital and domestic difficulties, pressure of work owing to an over-ambitious management or too rapid expansion of business, failure to delegate responsibility or, on the other hand, the withholding of responsibility (causing a sense of frustration), homesickness, inferiority feelings, financial difficulties, obsessional traits, etc.

It will be found that a number of executives suffer from more than one of these causative factors, and it is my intention to demonstrate that all these are executive occupational hazards. Executives are liable to a double series of stresses—firstly from the process of work and secondly from increased responsibility. The executive is invariably expected to do a difficult job to a high standard and he is, for the most part, a person who has achieved his position by sheer hard work.

Let us consider the manager and the causes of stress. In this particular class, promotion sometimes entails a change of residence. Expansion in a firm, for instance, leads to such opportunities and this means that he must uproot wife and children and go somewhere else to live. The far-reaching effects of such a migration should not be underestimated, for while the executive, the breadwinner, still has the satisfaction of social contacts at work, this is usually denied to the wife, who finds it more difficult to find new friends and contacts. Such circumstances frequently cause serious domestic upheaval which cannot fail to have repercussions on the executive himself. Every industrial medical officer is accustomed to hearing these problems poured out to him by all and

Fugitives from the pressures of work can be undermined by habit—even on a holiday cruise

sundry, from the director downwards, and this, in itself, gives some relief. Space does not allow the enumeration of many more such problems but we must mention, once again, the difficulties which arise from the rapid expansion of firms and constant changes in organization. *A lack of accepted lines of responsibility or of a proper balance between executives and workers is bound to result in some sort of conflict and so lead to casualties.* In the same category is the man promoted to a job for which his experience and seniority should fit him, but who has become mentally rigid and unable to adapt himself to his new rôle.

In general, we can assume that stress disorders encountered in industry show an interwoven pattern of home and work environment, so that it is difficult to isolate any one factor. Stress and responsibility are inevitable concomitants of social change and progress. In this process, the executive, struggling for success and advancement, invariably meets with stress but, lest we seem to have drawn too gloomy a picture, it must be pointed out that although a small proportion go down with physical or psychiatric disorder, the great majority are unaffected.

A few words about high blood pressure or, as doctors generally call it, essential hypertension, which may lead to coronary thrombosis. We are living through an epidemic of non-infectious disease which accounts for nearly one quarter of the deaths in men over 40, apart from disability and anxiety in those who survive. In people over the age of 45, hardening of the arteries takes place. Fatty deposits are laid down on the walls of the coronary arteries, causing them to narrow and so obstruct the blood flow. Eventually a clot of blood forms, shutting off the flow completely, causing the heart to fail altogether.

Coronary thrombosis is a serious disease, but if the patient survives after 24 hours, he has a fair chance of recovery. After seven days, he may be considered to have passed the danger period and may then make a complete recovery. Medical science has not yet discovered any certain method of prevention, but research done here and abroad has shown that coronary disease is more frequent in men than in women and more lethal when it occurs. There is a definite association between stress and coronary disease, and it is now widely believed that diet too plays a large part in this. Those people who consume quantities of animal fats, and those who are overweight, are particularly prone. Excessive smoking has also been blamed for coronary thrombosis, and it certainly may be a contributory factor.

One of the most effective ways of lowering the blood pressure is the maintenance of patients on a diet free from animal fats. Of course, it is not easy to live on such a diet for any length of time as, apart from the monotony, excessive dietary restriction and manipulation may lead to unexpected dietary deficiencies or imbalance. However, common sense will enable anyone to keep to a reasonably balanced diet. Experiments have shown that hormones and vegetable fats, together with anti-coagulants and regular daily exercise can reduce the incidence of this disease.

As regards hypertension, it is a disorder uncertain in origin. It is a great source of human suffering and, if it goes untreated, may lead—in the course of a few years—to enlargement of the left ventricle and bring on a vascular catastrophe. Although a good deal of research has been done on essential hypertension, we still know very little about it. In the absence of reliable knowledge concerning this disease, it is inevitably described in terms of effect rather than cause. Doctors tend to dismiss the uncomplicated phenomenon of hypertension as being of nervous origin due to excitement and anxiety.

Every doctor knows that when a patient is examined, his blood pressure readings can fluctuate, depending on the method of cross-examination and other circumstances. If he is quickly put at his ease, it may become quite normal after a short interval. If the patient's blood pressure is taken on several occasions, his emotional reactions, as they relate to the varying blood pressure readings, can be observed very clearly. I remember, in particular, a company director (aged 45), who when I examined him for the purpose of a life insurance, had a blood pressure of 190/120. After half-an-hour's conversation and a cup of tea, I took another reading and this time his blood pressure had fallen to 150/95. I could quote many examples.

In more general circumstances, the genesis of temporary hypertension would relate to the changing circumstances of the patient's daily life: in other words, a man with a normal blood pressure in a responsible position could become hypertensive by being unable to resolve a difficult business problem or an unpleasant domestic situation. It is a cultural phenomenon, stemming from an imbalance of relations between a man and his fellows; in fact, it is a stress disorder.

Some authorities are of the opinion that certain types of illnesses are associated with specific types of personality. Temperamental disposition is of importance because it determines a man's reactions to stresses and emotional factors. It has long been known that patients suffering from peptic ulcer tend to be conscientious and anxious, and their personality conducive to the development of states of emotional tension. Stress disorders of the intestinal canal can be manifested in various ways. In addition to obesity, loss of appetite or constipation we find œsophagitis (which is related to stomach acidity), ulcerative colitis, spastic colon, peptic ulcer, acute appendicitis or mucus colitis.

Complications

We have mentioned gastric or duodenal ulcer as one of the stress diseases. Careful investigations by Doll and his colleagues have shown that there is a definite concentration of peptic ulcer, not only within families, but also amongst certain executives carrying out particular kinds of work. It is true that we must also take into consideration other hereditary factors. In addition, there are the genetically controlled blood-group substances, which also play their part. In industry, it may be said that peptic ulcer is a result of aggressive resentment, reluctant compliance and inhibition arising out of conflict.

It may happen that the body's reaction to stress will manifest itself in itching of the skin. The executive who finds himself in an adverse situation may show it in the form of skin disease, reacting to difficult circumstances in this way just as others react with stomach disorders. In order to understand why this should happen to persons unable to adapt themselves adequately to the demands of any situation we have to understand the physiology and pathology of itching.

Physiological itching can occur from changes of pressure and temperature, and such stimuli are met by ordinary scratching. When a person becomes fatigued, the itch stimuli become intensified and may develop into pathological itching. It is something like the head-scratching or nail-biting some people indulge in, when absorbed in solving a problem. Itching may occur from a variety of causes; as a result of an insect bite, or of emotional tension, or from some organic disease of the central nervous system. It may be caused by certain drugs, such as nicotinic acid, benzedrine, caffeine or morphine. Finally, excitement or exertion may have the same effect.

The commonest complication following on scratching is infection, leading to dermatitis and eczematization, which are related to a lowering of the threshold to a contact reaction. Itching becomes intensified when the body is fatigued, so we can see how easily it may occur in various stress phenomena. If we examine persons suffering from the category of dermatoses known as pruritis, in which itching can become unbearably intense, we often come across unfulfilled wishes, jealousies, occupational resentment; in short, an insecure personality or one threatened by insecurity. Every doctor is familiar with the clinical picture of seborrhoeic dermatitis: this malady frequently worsens after annoying experiences and diminishes when the situation improves.

The mechanism in these cases is the alkalinity and decomposition of excessive skin secretions which are retained in the flexures of knees and elbows, leading to a low-grade infection which, in turn, causes more itching and scratching and so brings about a secondary infection. It is a vicious circle. An authority has observed that many patients with seborrhoeic dermatitis are over-sensitive, anxious and obsessional. They suffer from difficulties in social life and often have the feelings of being 'odd man out'. Persons suffering from contact dermatosa also suffer a reactivation or aggravation when subjected to stress.

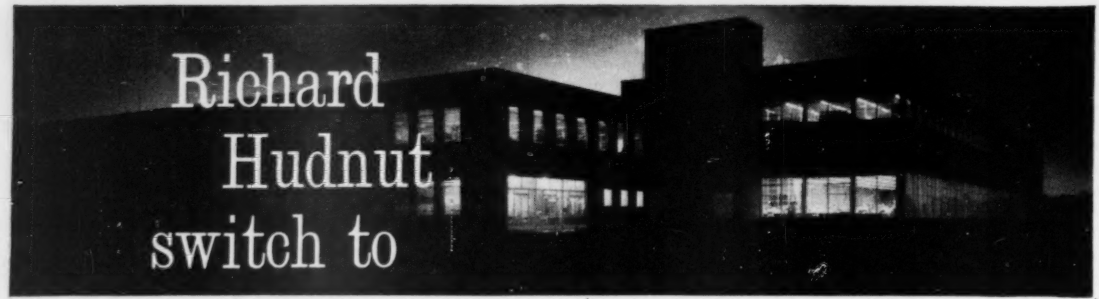
Asthma, too, may be regarded as one of the stress diseases, for there is over-riding clinical evidence revealing a close association between stress and asthma. Indeed, it is common knowledge that asthmatic patients suffer more than others from emotional disturbances and anxiety, such conditions tending to provoke or intensify an attack. We may quote the classical story of a lady who was reputed to be allergic to roses, who had an attack of asthma after smelling an artificial rose! With all this we must not forget the effects of climate, injury and infection, besides the stress brought about in social intercourse, and by the conflict of personalities. Despite the psychological aspects, however, I think treatment in these cases is far better undertaken by a chest physician or the patient's own general practitioner, who knows him well.

Emotional attacks

Another form of stress disease not generally recognized is muscle-tension pain. There is an intimate relationship between states of anxiety and muscular tension. We see it occurring in persons who are tired, or struggling to make important decisions. It sometimes reveals itself in spasmodic clenching of the hands, or in grinding of the teeth during sleep. The group of muscles most commonly affected are the muscles of the neck, where pain is often found to be associated with emotional strain and dissatisfaction. We may see this relationship between the mechanism of muscular hypertension and pain production, in writer's or typist's cramp. Emotional attitudes and moods of depression can demonstrate themselves in definite patterns and postures, when the bony framework has been stretched or cramped in one part or another according to the different stresses and strains.

I remember the case of an executive who developed cervical spondylitis with an associated brachial neuralgia after a serious difference of opinion with his senior. The emotional disturbance and necessary effort to control his anger caused the muscular tension which resulted in this attack.

We can see that the problems of maintaining the health of the executive are capable of solution provided scientific knowledge is allied to common sense. The knowledge is available; and to put it to good use we have to break with many prejudices of the past and tackle the present with a fresh mind.



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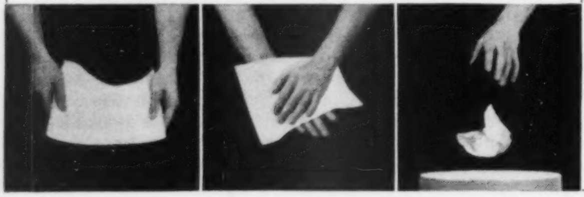

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For more information—free of charge—on items featured in this 'Equipment Market' section, **use our Reader Service Form (facing p. 56),** *quoting the reference number of the equipment that interests you. Urgent enquiries can be made by telephoning WATerloo 3388, Ext. 216.*

Office Aids

COPIES COLOUR

THE makers of this new photocopier claim to have overcome the problems of reproducing documents containing colour. The Lumoprint (two models for brief size paper or foolscap), is said to be the fastest machine of its type and to offer a degree of simplicity which permits the most junior member of the staff to use it with complete confidence. It works on the diffusion-transfer process, and enables copies to be made on light card, airmail paper, film and transparent positive materials.

An additional feature of this machine is that it allows direct printing on to offset-litho plates for subsequent use on small litho machines.

Enquiry Ref. No. O11/1

DESK ECONOMY

BY omitting a centre drawer, the makers of this new, double-pedestal desk have achieved more kneehole space. They have also replaced conventional handles by

recessed mouldings that give finger grips. The C.C.1 model (5 ft. by 2 ft. 6 in. and 30 in. high) has five drawers. In one pedestal there is a deep filing drawer on ball-bearing suspension glide, with a smaller drawer above it. In the other pedestal there are two standard-depth drawers and another smaller one. Each side of the desk is fitted with a pull-out slide, one of which is fitted with a plastic insert for pins, pencils, etc. Price: £24 11s. 7d.

Enquiry Ref. No. O11/2

SIMPLE MECHANISM

FOLDING doors of durable Vinyl, permanently pleated by stiffening material placed in heat-sealed 'pockets': that is the basic idea of this new space saver. Gliding noiselessly on nylon runners in an overhead track, there is claimed to be no complicated mechanism: nothing to rust, squeak, deteriorate or fail.

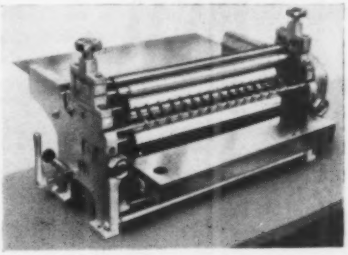
Special, high-impact plastic handles have been designed for these doors (for two of the models, a magnetic catch is an available extra). Valance boards in matching Vinyl complete the appearance. Primarily, they are designed to save space, and are being made in four models in 16 standard sizes. But if an odd, non-standard width is required, the track has only to be shortened. Height too can be reduced.

Enquiry Ref. No. O11/3

TWO-ROLLER SYSTEM

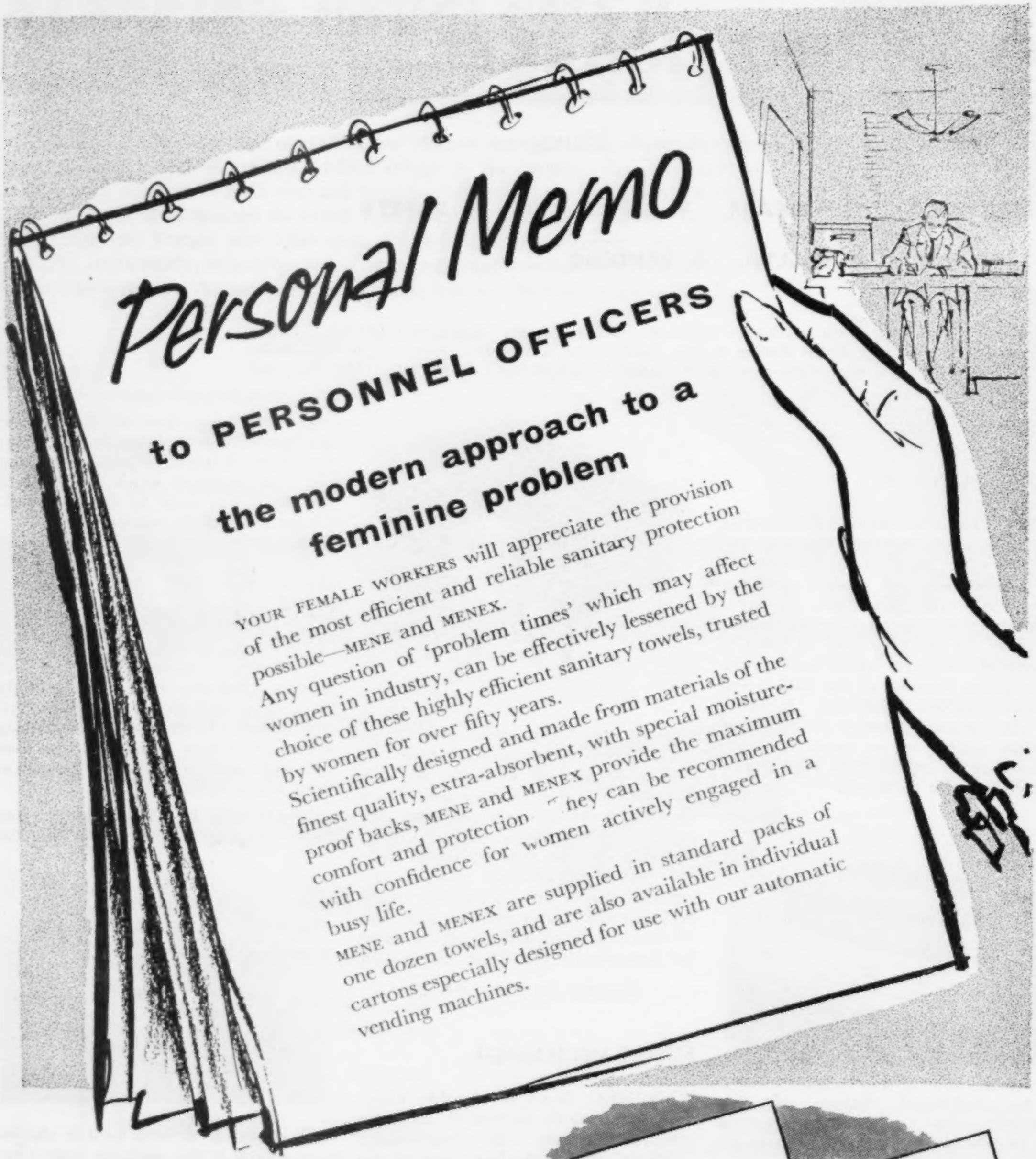
THREE models comprise the "Zephyr" series of whole-surface glueing machines that have recently been introduced to the British market. All models use the two-roller coating system with easy adjustment for glue coat thickness. Individual specifications are as follows:

No. 1. This has $2\frac{1}{8}$-in. diameter glue rollers, and can be supplied either for



hand operation or with built-in electric motor drive. The working widths are 8, 12, 16 and 20 inches.

No. 2. With $3\frac{3}{16}$-in. diameter rollers, this model is electric motor driven only. Facilities are also available for its use with hot glue, and it is claimed to be ideal for the glueing of cardboard, leatherette, canvas, etc. A special pressure roller device is provided for easy changeover from one material to another. The machine can



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be supplied either for bench mounting or with a cast-iron underframe.

No. 3. This is a somewhat heavier machine but possesses the same features as No. 2 except that the roller diameter is $3\frac{15}{16}$ inches. Its primary applications are bookbinding, box and suitcase making, paper converting, etc.

Enquiry Ref. No. O11/4

MORE FILING SPACE

TWO-POINT suspension is used for this new lateral filing system. One of the advantages claimed for the method is that it is now possible to accommodate six rows of lateral filing in a standard 6-ft high cupboard. The pockets are cut in such a way as to make removal and replacement of files simple and smooth. It also provides full-vision tabbing on front edges.

Enquiry Ref. No. O11/5

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SKYSORLIFT is the name of this new hydraulic elevating trolley. An inclined or horizontal ram, lifting heavy-duty metal scissor guides through cams and rollers, provides a strong, positive and smooth action trolley which is claimed to be suitable for long periods of heavy work. The lifting mechanism is worked by either foot or hand-operated pump, the pumping unit being provided with a release valve that allows for smooth, controlled descent.

The minimum lowering height is 9 in., and a varying range of lifts can be supplied to suit individual requirements and applications. Although the standard tops are sheet-steel table type, others can be fitted to meet individual problems (the illustration shows machined rollers for the easy loading of special circular steel formers). The Skysorlift can be fitted with either four swivelling wheels (see illustration) or two fixed wheels and two stillage type feet and standard tug-lift.

Enquiry Ref. No. E11/1

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Continued on page 51

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Enquiry Ref. No. E11/2

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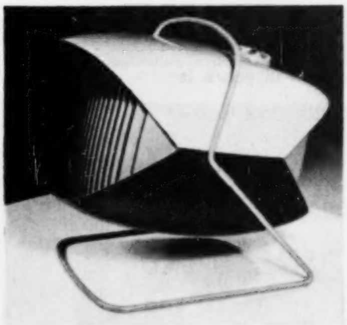
Warm air can be directed as required by adjusting the angle and direction of the heaters in their fixing brackets. The 3 kW model is supplied with a bracket for mounting on walls or stanchions, whereas the other two models are usually suspended from ceiling joints or roof girders. However, brackets can be supplied for wall mounting at extra cost. Each of the units is finished in polychromatic bronze.

Enquiry Ref. No. H11/1

SINGLE-DIAL CONTROLS

BECAUSE of its aerodynamic styling, the Novalux fan heater is able to direct air in a broad, flat beam which prevents the heat rising quickly to the ceiling. For maximum air intake, the rear of the unit is open. Two-stage heating and cooling is provided by single dial controls, whilst the fan gives draught-free circulation over a wide area.



The appliance is finished in ivory and coral, with gilt louvres, and the stand is adjustable. The heating elements are 1,000 and 2,000 watts; weight is only 6½ lb, and the price is £9 16s., tax paid. A safety feature is the gilt mesh behind the louvres.

Enquiry Ref. No. H11/2

Safety

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Enquiry Ref. No. S11/1

It is hoped that firms with new products for better and safer working in industry will continue to send details to the Editor. In this way we can maintain the news value of our comprehensive Equipment Market—and continue to assist the great number of our readers who are using this free Enquiry Service.

Welfare

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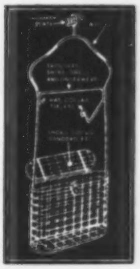
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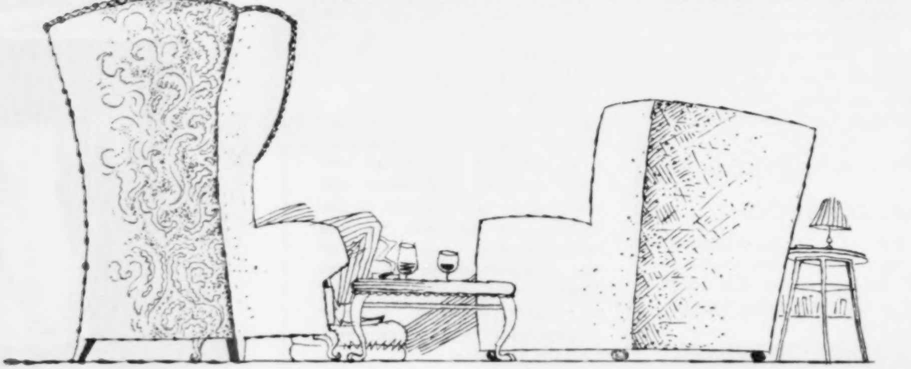

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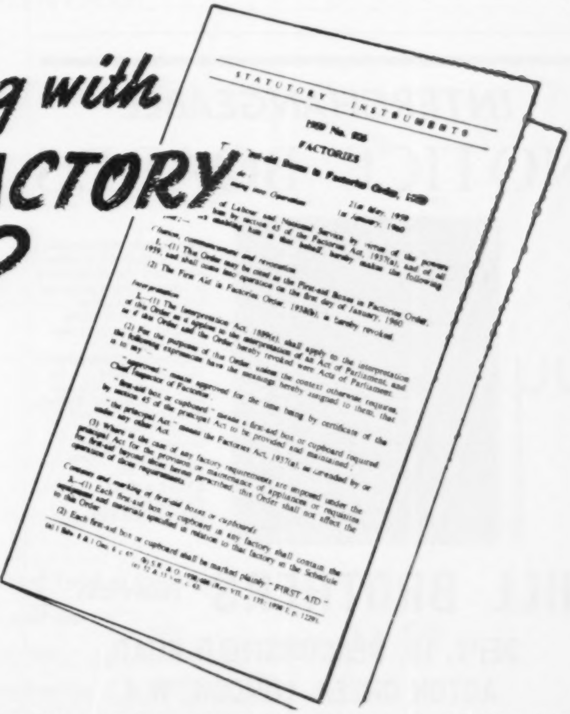

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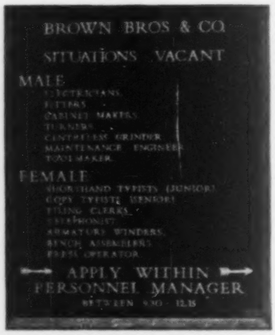

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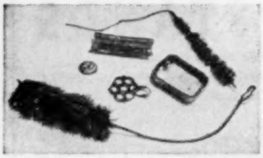

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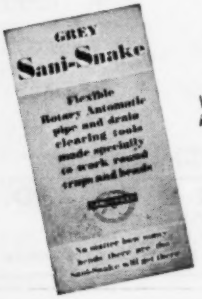
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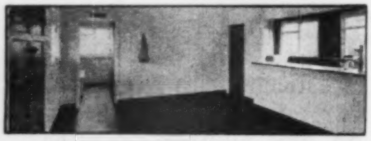

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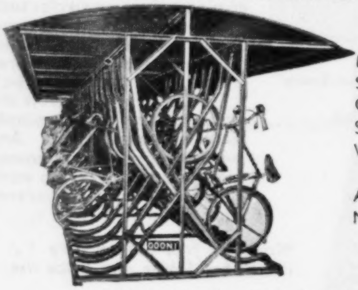

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